

APR 20 1993

REPORT
OF THE
ADJUTANT GENERAL
State of Missouri

1 JULY 1990 - 30 JUNE 1991



CHARLES M. KIEFNER

MAJOR GENERAL

THE ADJUTANT GENERAL

OFFICE OF THE ADJUTANT GENERAL

DEPARTMENT OF PUBLIC SAFETY

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**DEPARTMENT OF PUBLIC SAFETY
DIVISION OF THE ADJUTANT GENERAL - MISSOURI NATIONAL GUARD
HISTORY AND ORGANIZATION**

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard.

The Office of the Adjutant General is provided for by Article III, Section 46 of the Missouri Constitution, operating under provisions of Chapter 41 of the state statutes. While a state office, much of the operation of Army and Air National Guard forces is also controlled by federal laws and military regulations. The great majority of the funding for the Guard comes from federal appropriations.

The Adjutant General is appointed by the Governor with the advice and consent of the State Senate to serve as administrative head of the military establishment of the state and administer the activities of an affiliated agency, the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal-state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard members, for most full-time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

Desert Storm saw close to 1,300 Missouri Guard men and women prove the validity of the Total Force policy as they answered the call to duty. Army and Air Guard units from Missouri saw service in Saudi Arabia, Iraq, and Kuwait and also filled important support roles in Europe and at military bases in the United States. Some Army and Air units were on duty in the Middle East less than a year after they had seen combat duty in Panama during Operation Just Cause.

Even while Missourians answered the call for Desert Storm, other Guard men and women showed the flexibility of the National Guard. During Desert Storm Missourians also led a major humanitarian assistance project in Panama, building roads and

improving schools and medical clinics. Other Guard members assisted civilian law enforcement agencies in counter-narcotics efforts.

A Military Council serves in an advisory capacity to the Adjutant General and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as appointed by the Adjutant General. Senior active Army advisers to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner has served as Adjutant General in his present term since January 19, 1981.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, and our sister state agencies. As the response of our soldiers and airmen, their families, and Guard employers and communities showed during Desert Storm, the Missouri National Guard is also a true partnership. This report reflects the achievements of those partners.

ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A. J. Williams
1835-1839	Benjamin M. Lyle
1839-1843	James L. Minor
1843-1848	Gustavas A. Parsons
1841-1851	William G. Minor
1851-1851	William A. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1917	James H. McCord
1917-1918	Andrew V. Adams
1918-1921	Harvey C. Clark
1921-1925	William A. Raupp
1925-1927	Frank M. Rumbold
1927-1933	Andrew V. Adams
1933-1936	Harold W. Brown
1936-1937	Claude C. Earp
1937-1941	Lewis R. Means
1941-1945	Clifford W. Gaylord
1945-1951	John A. Harris
1951-1964	Albert D. Sheppard
1964-1973	Laurence B. Adams, Jr.
1973-1977	Charles M. Kiefner
1977-1981	Robert E. Buechler
1981-	Charles M. Kiefner

MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The state mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the federal mission is to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

PRIMARY STAFF OFFICERS

Brigadier General William A. Treu
*Military Executive

Colonel Robert A. Morgan
**Chief of Staff, MOARNG

Colonel Allen L. Stark
**U.S. Property & Fiscal Officer

Colonel Robert Schmidt
***Senior Army Advisor

Colonel Clifford C. Grantham
**Military Personnel Mgmt Officer

Colonel Calvin Broughton
**Plans, Operations, & Trng Officer

Colonel Edward C. Gruetzemacher
**State Army Aviation Officer

Lieutenant Colonel Ronald Benward
**Support Personnel Mgmt Officer

Major Paul J. Junkans
**Construction/Facilities Officer

Colonel Charles Bullard
***Inspector General

Colonel James L. Pruitt
**Surface Maintenance Manager

Lieutenant Colonel Gary Jones
**AVCRAD Supervisor

Colonel James A. Baker
**Exec Support Staff Officer-Air

Lieutenant Colonel James L. Weber
**Director of Information Management

Major Robert Liddy
**Equal Employment Manager

Major Dennis L. Cruts
*Financial Manager (State)

Major Barbara A. Branigan
**Staff Judge Advocate

Lieutenant Colonel Jerry Peeper
**Safety and Occupational Health Mgr

Command Sergeant Major Bill Adams
**State Command Sergeant Major

Major Kenneth R. MacNevin
**Public Affairs Officer

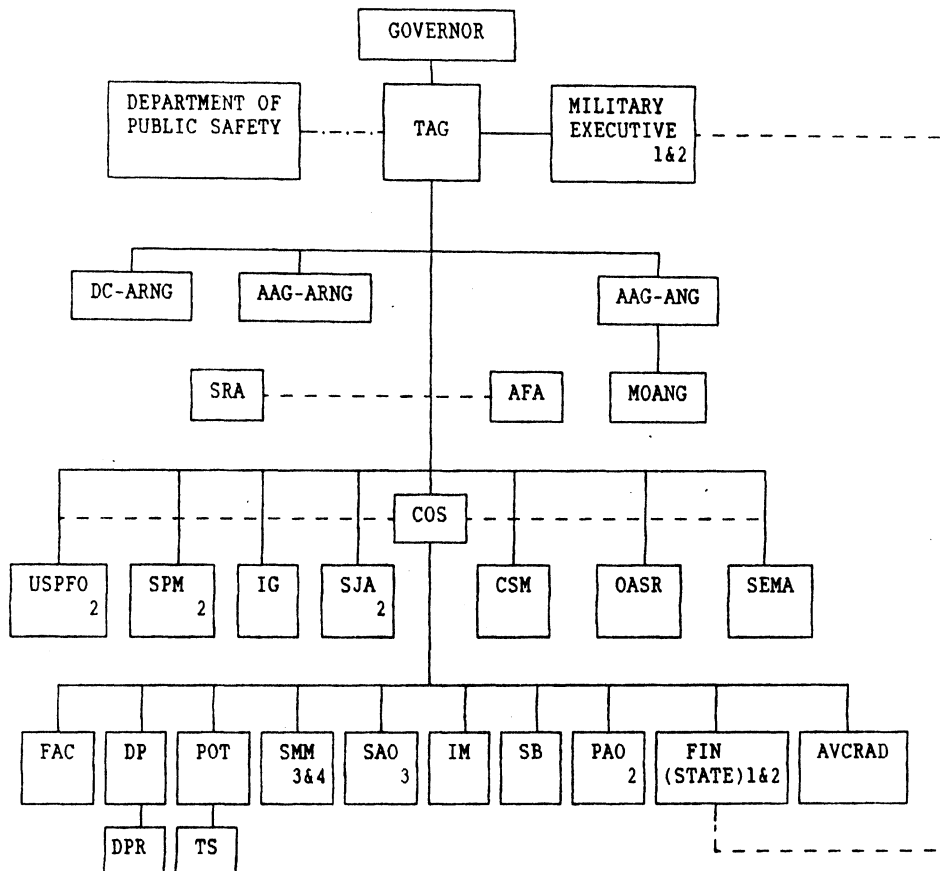
*denotes state position

**denotes federal position

***denotes regular Army Officer assigned by the Department of the Army

Department of Public Safety
Division of the Adjutant General

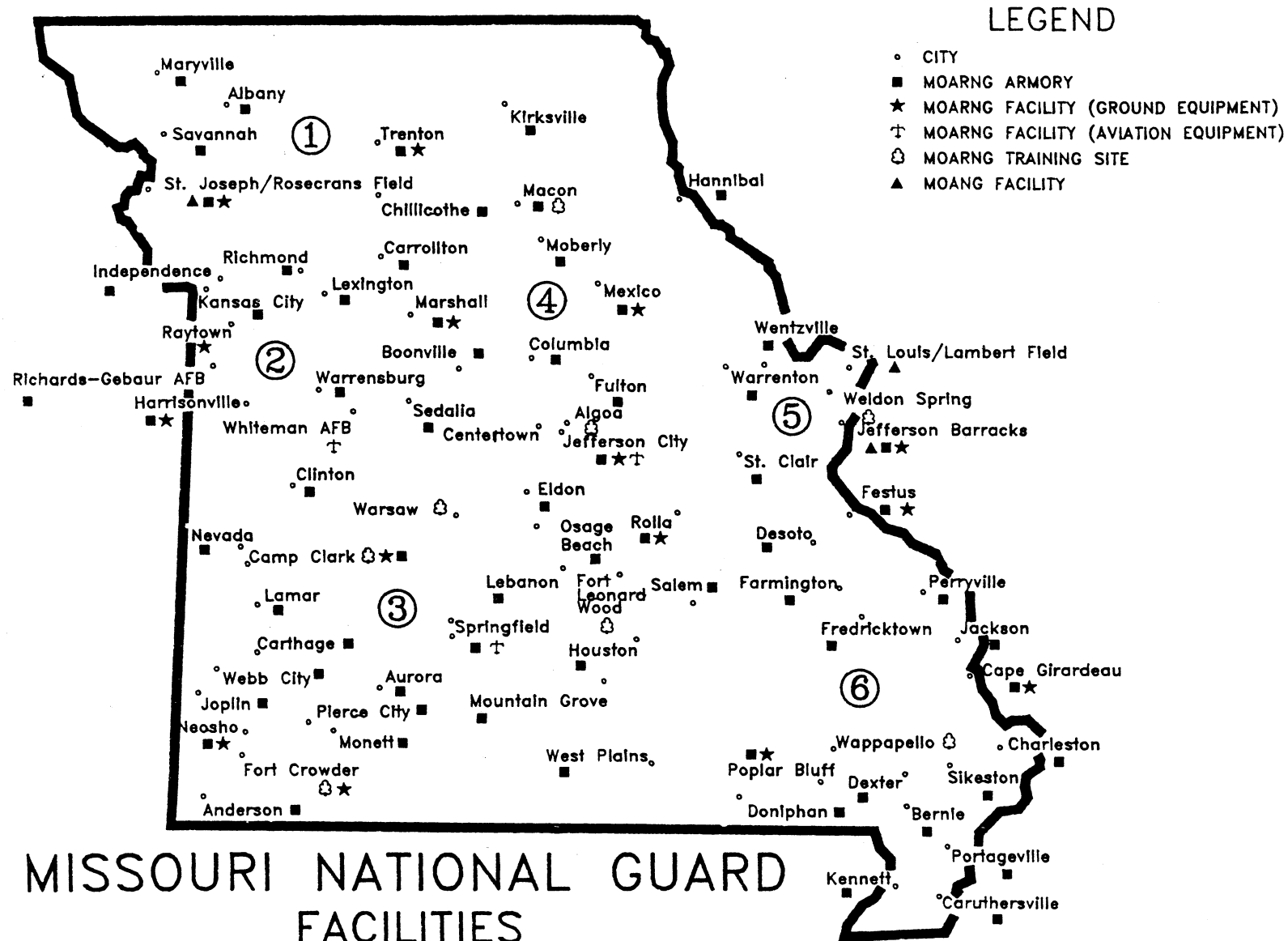
Organization Chart



————— COMMAND
 - - - - - COORDINATION
 - EXECUTIVE COORDINATION

1. STATE FUNDED POSITION
2. DUAL FUNCTION (ARMY-AIR)
3. PROVIDES GENERAL/TECHNICAL GUIDANCE TO COMMANDERS
4. EXERCISES GENERAL/TECHNICAL SUPERVISION OF OMSs & UTES

AAG-ANG - ASSISTANT ADJUTANT GENERAL - AIR NATIONAL GUARD
 AAG-ARNG - ASSISTANT ADJUTANT GENERAL - ARMY NATIONAL GUARD
 AFA - AIR FORCE ADVISOR
 AVCRAD - AVIATION CLASSIFICATION REPAIR ACTIVITY DEPOT
 CSM - COMMAND SERGEANT MAJOR
 DOIM - DIRECTOR OF INFORMATION MANAGEMENT
 FAC - CONSTRUCTION & FACILITIES OFFICER
 FIN - FINANCIAL MANAGEMENT OFFICER, STATE
 DP - MILITARY PERSONNEL OFFICER
 POT - PLANS, OPERATIONS & TRAINING OFFICER
 IG - INSPECTOR GENERAL
 MOANG - MISSOURI AIR NATIONAL GUARD
 MOARNG - MISSOURI ARMY NATIONAL GUARD
 OASR - OFFICE OF AIR SEARCH AND RESCUE
 PAO - PUBLIC AFFAIRS OFFICER
 DPR - RECRUITING AND RETENTION MANAGER
 SAO - STATE ARMY AVIATION OFFICER
 SB - SAFETY BRANCH
 SEMA - STATE EMERGENCY MANAGEMENT AGENCY
 SJA - STATE JUDGE ADVOCATE
 SMM - STATE MAINTENANCE MANAGER
 SPM - SUPPORT PERSONNEL MANAGEMENT OFFICER
 SRA - SENIOR ARMY ADVISOR
 TS - TRAINING SITE
 USPFO - U S PROPERTY & FISCAL OFFICER



1 NOVEMBER 91

STATE AWARDS AND RECOGNITION

MERITORIOUS SERVICE MEDAL. Highest honor awarded by the state to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL. Second highest honor awarded by the state awarded to Guard members and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON. Awarded to Missouri National Guard members in public recognition of commendable service, outstanding acts or achievement. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

MISSOURI NATIONAL GUARD RECRUITING/RETENTION RIBBON. Awarded to Missouri National Guard members who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retention efforts. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON. Awarded to Guard members who competed in the State Combat Matches since 1 January 1968 to recognize exceptional marksmanship achievements.

GOVERNOR'S TWELVE TAB. Awarded to three new shooters who have actively competed in the annual Winston P. Wilson National Guard Rifle, Pistol, and Light Machine Gun Championships since 1 August 1990, or the Army Area Reserve Component (FORSCOM) Composite Rifle Matches since 1 August 1966.

MISSOURI PANAMANIAN SERVICE RIBBON. Awarded to members of the Missouri National Guard who served in the Republic of Panama during Operation Just Cause, dates specified by the Department of Defense.

DESERT STORM SERVICE RIBBON. Awarded to Missouri National Guard personnel ordered to federal service under Title 10 U.S. Code 673, Title 10 U.S. Code 673b, or as volunteers under Title 10 U.S. Code 672d and who were deployed in support of Desert Shield/Storm.

STATE EMERGENCY DUTY SERVICE RIBBON. Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency declared by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. A bronze star will be issued for a second and succeeding awards. A silver star will be worn in lieu of five bronze stars.

STATE OF MISSOURI CERTIFICATE OF APPRECIATION. Awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard. The certificate is signed by the Adjutant General and the Governor of Missouri.

STATE OF MISSOURI CERTIFICATE OF APPRECIATION. Awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor of Missouri. The text of the certificate is an expression of the appreciation of a grateful citizenry.

TAG CERTIFICATE OF APPRECIATION. Authorized for military or civilian personnel. Recommended for spouse of retiring Guard member.

TAG CERTIFICATE OF MERIT, MILITARY. Awarded to recognize periods of faithful service, acts, or achievements of good public and community relations in the interest and support of the MONG.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years). Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE RECOGNITION. Long service ribbons are authorized for 10, 15, and 20 years service. A bronze hawthorne cluster is authorized for 25 years, a silver hawthorne cluster for 30 years, a gold hawthorne cluster for 35 years, and two gold hawthorne clusters for 40 years service. This service does not have to be continuous and service rendered in any of the armed forces of the United States as a result of, or in connection with, membership in the MONG shall be considered a part of such service.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE. To recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and the award of a primary MOS/AFSC.

MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

DIRECTOR OF PERSONNEL

The Director of Personnel is the principal adviser to the Adjutant General for military personnel matters. The office of the Director of Personnel includes the Military Personnel Management Branch, Recruiting and Retention Management Branch, and Standard Installation/Division Personnel System (SIDPERS) Interface Branch (SIB).

MILITARY PERSONNEL MANAGEMENT BRANCH is responsible for administration and management of enlisted, warrant officer, and officer personnel assigned to the Missouri Army National Guard (MOARNG). Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations. This branch processes personnel actions such as enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintains personnel records of MOARNG personnel. Other functional areas in this branch include the State Family Program, Civilian Education Assistance, Selective Reserve Incentive Program, Health System Services, military orders publication, Personnel Security Program, military awards, and Records and Archives. The Adjutant is also assigned to this branch and is responsible for the Alcohol and Drug Abuse Prevention and Control Program for Missouri Army National Guard members, the administration of the National Guard Bureau Tour Program, federal recognition withdrawals of officers, casualty assistance, and authentication of military orders released from this headquarters.

MOARNG STRENGTH AS OF 30 JUNE 1991

	<u>Authorized</u>	<u>Assigned</u>
Officers	830	938
Warrant Officers	309	223
Enlisted	<u>9016</u>	<u>8678</u>
TOTAL	10155	9839

All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Staff Specialist
Dental Corps	Transportation Corps
Field Artillery	

OFFICER PERSONNEL is responsible for officer personnel actions, maintenance of personnel files, maintaining and updating the individual record brief database, the Officer Personnel Management System, promotion boards, and selective retention. During this reporting period, there was an increase in the total number of officer positions authorized (+46) and a decrease in the total number assigned (-1).

ENLISTED PERSONNEL is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, processing requests for Initial Active Duty Training, preparing an annual screening report, and preparing training and readiness status and unsatisfactory participation reports. During this reporting period, there was a decrease both in the total number of enlisted positions authorized (-179) and in the total number assigned (-1168).

STATE FAMILY PROGRAM OFFICE is responsible for the development and implementation of both the pre-mobilization and post-mobilization family support and family assistance.

Operation Desert Shield/Storm and the deployment of both active and reserve component service members from Missouri offered the Family Program the opportunity to activate eight Family Assistance Centers throughout the state. These centers provided essential services for military families who experienced any difficulty because of separation from a loved one due to active duty. Local agencies and communities worked closely with the Family Assistance Centers in supporting families affected by Operation Desert Storm.

The Family Assistance Centers were staffed by retired military personnel recalled to active duty. While in operation, the centers handled over 38,000 phone calls.

Family Support Groups comprised of family members helping one another are an essential part of the Family Program. Operation Desert Storm proved the need for these support groups as a communication network and a community of mutual understanding and help.

The Family Program has many other aspects besides mobilization. Family sponsorship programs orient new families to the Guard. Leadership training is available for volunteers in Family Support Groups. Communication with family members is achieved through the Guard newspaper "The Bear Facts" and a monthly Family Program Newsletter. Quality of life programs are available through the state program and local Family Support Groups. A State Family Council provides a communication link to Family Support Groups throughout the state and helps identify family members' concerns and issues. The Family Program hosts the Intermilitary Family Support Council, which coordinates

information exchange and training among all the branches of service and active duty installations in Missouri.

EDUCATION SERVICES OFFICE provides guidance and assistance to our soldiers pursuing post-secondary education degrees (associate, baccalaureate, and master's) and is responsible for the Montgomery GI Bill (MGIB) program which provides financial aid to our soldiers in obtaining their civilian education requirements and goals. This program was expanded on 1 October 1990 to include vocational-technical training, independent study, correspondence courses, flight training, and a second baccalaureate degree. The purpose of this program is to increase enlistments and retain qualified personnel. Missouri now ranks 12th highest in the nation with over 2100 participants actually receiving MGIB, Chapter 106 benefits. This is an increase of over 300 soldiers this year.

The Education Services Office has the responsibility for the Defense Activity for Nontraditional Education Support programs to assist and counsel our soldiers who cannot obtain a higher education through the traditional manner. This includes external degree programs, independent study, correspondence courses, and credit by examination through ACT-PEP, CLEP, and DSST tests.

The Servicemembers Opportunity Colleges (SOC)/Army National Guard Outreach program is the extension of SOC services and benefits to members of the Army National Guard. It involves the education services office in counselling MOARNG members on an Educational Goal and Evaluation Plan to SOC institutions that support education for military personnel. There are over 900 SOC institutions in the United States. The SOC institutions maintain consistency in transfer of credits, academic residency requirements, crediting learning from military training and experience, and crediting extra-institutional learning. The Education Services Officer is designated by SOC to be their official representative to solicit and nominate colleges for membership in SOC.

SELECTED RESERVE INCENTIVE PROGRAM is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives to Army National Guard soldiers. The Army National Guard is authorized to pay four types of incentives to qualified individuals: a cash enlistment bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the student loan repayment program.

Listed below are the approximate number of active participants for each type of incentive as of 30 June 1991:

Enlistment Bonus	1918
Retention (Three Year)	54
Retention (Six Year)	1017
Affiliation	308
Student Loan Repayment Program	1635

HEALTH SYSTEM SERVICES manages various medical programs such as the dental panographic x-ray, over-40 cardiovascular screening and physical examinations, line of duty investigations, incapacitation pay, Defense Eligibility Enrollment Reporting System, and Human Immunodeficiency Virus (HIV). Also, they schedule medical evaluations with civilian and federal medical treatment facilities and review the payment of such accounts.

MILITARY ORDERS processes numerous requests for military orders for officer and enlisted personnel which include, but are not limited to, active duty for special work, requests for discharges/transfers, promotions, reductions, annual training, and awards.

PERSONNEL SECURITY PROGRAM reviews and processes requests for security investigations and clearances in compliance with required regulations and directives and then forwards requests to either the Defense Investigative Services (DIS) or the U.S. Army Central Personnel Clearance Facility (CCF). They maintain State Security Access Rosters, approve interim security clearances, and maintain points of contact with DIS, CCF, local police departments, and the National Guard Bureau. Additionally, they assist, advise, and train security clerks/managers and commanders on personnel security matters.

RECORDS AND ARCHIVES processes numerous requests for military record information. The volume of requests increases each year. Requests from Social Security Offices are the most numerous followed by veteran service organizations.

All state military awards and some federal military awards are processed by this office. Assistance is provided to personnel in making their twenty year survivor benefit elections (National Guard) and application for reserve component military retirement pay. Emphasis is also given to providing assistance to National Guard retirees or widows who are experiencing pay or administrative problems in receiving benefits due.

Records and Archives continues to receive numerous requests for Civil War and earlier documents. These records were transferred to State Archives in 1988. Received requests are forwarded to State Archives for response.

The recent decision that permanent storage records will no longer be filmed increases Records and Archives' work load as well as state records. Since all of our records are effectively permanent, this will involve retrieving the record from the State

Records Storage Area. In the past, a film was available and the requested record was made from the film.

RECRUITING AND RETENTION MANAGEMENT BRANCH is responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs to support planned force structure strength requirements as specified by Department of the Army, National Guard Bureau, and the Adjutant General.

This branch includes 50 production recruiters, 6 noncommissioned officers (NCOs) who supervise the recruiting areas in the state, 6 retention NCOs, 4 guidance counselors at the 2 Military Entrances and Processing Stations in the state, an Army Medical Department (AMEDD) officer and NCO, 2 Reserve Component Transition/Interstate Transfer NCOs, and a staff of 12 officers and NCOs.

In order to accomplish its primary mission, this branch completes subordinate functions to include budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and long range planning, advertising, training, awards to include referral awards program, applicant processing, special events, and dealing with active armed forces counterparts.

ARMY MEDICAL DEPARTMENT (AMEDD) RECRUITING is responsible for recruiting general surgeons, thoracic surgeons, orthopedic surgeons, anesthesiologists, field surgeons, and nurse anesthetists for existing vacancies within the units.

RESERVE COMPONENT TRANSITION/INTERSTATE TRANSFER coordinates the placement of active duty personnel into vacancies within the MONG and also locates a new Guard unit for those individuals already in the Guard, but moving to another state or into Missouri.

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM (SIDPERS) INTERFACE BRANCH (SIB) has the responsibility for operating an automated personnel system which contains basic personnel data on each individual Guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters, the Files Management Section, and the Retirement Points Accounting System (RPAS) Section.

The SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming personnel transactions; provides administrative support for the SIB Headquarters; and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only

the purest data is allowed to be entered into the computer by the Files Management Section. The RPAS Section is responsible for receiving, processing, verifying, and maintaining automated retirement point records on each Guard member.

Personnel information is provided from these automated systems to all echelons where it is used in personnel management, mobilization planning, budgeting, and calculating pay for individual Guard members. Over 60,000 individual personnel transactions are processed each year.

This branch also operates and administers the Drill Attendance Monitoring Procedures and Report System which combines personnel, pay, and training data to provide information on individual drill performance.

PLANS, OPERATIONS, AND TRAINING DIVISION

The Plans, Operations, and Training Officer (POT) is responsible for the organization, operations, education, training, combat readiness, mobilization, security, contingency planning, and military support to civil authorities within the MOARNG.

ORGANIZATION. The Missouri Army National Guard is organized into 50 mobilization entities (to include Headquarters, MOSTARC) that are included in the Department of the Army total force structure as approved by the Secretary of the Army. There are 22 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries, and headquarters detachments, there are 110 elements located in 62 Missouri cities, towns, and communities.

TRAINING

All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the Department of the Army as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by Army Regulations, Army Training and Evaluation Programs, and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for training supervision and evaluation of MOARNG units with a federal mobilization mission. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guard members must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our guard members are required to attend resident instruction offered at U.S. Army Branch Service Schools.

Federal funds managed by the POT Division to support operations and training during FY 91 exceeded \$14,000,000. This included funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

The FORSCOM-directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section and generally consists of mutual training coordination and support.

Key Personnel Upgrade Program (KPUP). This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in army exercises. This program provides excellent opportunities for individuals and teams to increase combat proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty training not always available to a unit, as well as assist local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP). This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the SQT into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers. This program has been expanded to include Military Occupational Skills training for selected individuals and should result in increased individual qualification.

COMPETITIVE MARKSMANSHIP TRAINING. The Missouri Competitive Marksmanship Program is organized into five disciplines: the State Composite Rifle team, the State Composite Pistol Team, and three Combat Teams -- Rifle, Pistol, and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the Combat Competitive Program. Individuals

selected are those who possess interest, ability, and desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches is determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches, and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring the unit has a highly developed vital resource.

TRAINING AMMUNITION MANAGEMENT. Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management Information System (TAMIS) for use by the National Guard. This management consists of developing, reviewing, and validating unit statements of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorization necessitated by changes in training, missions, priorities, training sites, and times. TAMIS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

PLANS, OPERATIONS, AND MILITARY SUPPORT

This section supervises and coordinates all matters pertaining to physical security of armories and storage facilities, conducts inspections of armories and arms vaults, and provides guidance to units on physical security procedures.

Develops, analyzes, and updates the Governor's annual MONG drug enforcement support plan. Advises State Highway Patrol and federal agencies concerning MONG resources and capabilities to

successfully support drug enforcement operations. Coordinates the use of aircraft, vehicles, special equipment, and personnel required for drug enforcement support. Responsible for coordinating training of personnel that participate in drug enforcement operations. Coordinates with other states and federal agencies to augment drug eradication and interdiction support operations. Monitors expenditures and assesses the mission to determine the scope and impact on MONG resources and capabilities.

Develops plans for potential civil disturbances, prison, nuclear power plant, and other state emergencies. Plans and conducts civil disturbance training for junior leaders of the Missouri National Guard.

Coordinates military personnel and equipment in support of military assistance to local authorities when the Governor declares an emergency.

Develops plans for preparation to support civil authorities in the reconstitution of the state following a nuclear attack. The plan coordinates the support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintains current contingency plans by continuous liaison with the active military services, their reserve components, and the civil authorities of state, county, and local political subdivisions. The plans are developed, exercised, and revised as appropriate. This is necessary to ensure the plans are realistic and current.

Responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

Maintains an operationally responsive force capable of performing the wide variety of missions that could be assigned. The section provides many special emphasis training programs, briefings, and seminars.

Responsible for the Telecommunications Security Program. This program deals with both hardware and software encoding and decoding equipment and associated administration and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Supervises the functioning of a statewide radio network linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

MOBILIZATION READINESS SECTION

Develops plans and coordinates preparations for mobilization and deployment of Army National Guard units. Analyzes FORSCOM Mobilization and Deployment Planning System to ensure compliance with mobilization requirements. Schedules and monitors mobilization exercises for units and Headquarters, State Area Command (STARC). Accesses and reports mobilization readiness status of units.

Manages and coordinates the Army CAPSTONE Program. Ensures that state ARNG units are identified with their CAPSTONE headquarters to include active component and reserve component, both upward and downward traces. Operates the World Wide Military Command and Control System computer to retrieve mobilization and deployment data.

Monitors readiness status of state ARNG units, analyzes unit readiness posture, and recommends methods to improve readiness. Assists in developing corrective action plans for units not meeting combat readiness standards.

A Status of Resources and Training Report is submitted on a quarterly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff. This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

Manages the Force Structure Program to include actions for activation, inactivation, designations, redesignations, organizations, reorganizations, conversions, etc. Provides force structure input to the state long range plan. Develops the state Force Integration Plan. Integrates new doctrine, equipment, and changes to organizational design with emphasis on minimum degradation to readiness. Arranges for new equipment training.

MILITARY ACADEMY

A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated 825 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course. The OCS program for the Missouri Army National Guard parallels that conducted by the active Army, requiring strict discipline, academic proficiency, and leadership development.

The State Military Academy conducts courses in the Noncommissioned Officers Education System for its enlisted personnel of the MOARNG. The courses include a First Sergeant Course for enlisted members in grades SFC (E7) and MSG (E8), Phase

I and II Advanced NCO Course for soldiers in the grade of E7, Phase I and II Basic NCO Course for soldiers in the grade of SSG (E6), and a Primary Leadership Development Course for SGT (E5) and SPC (E4). The NCO Schools Program of Instruction is prescribed by the U.S. Army Sergeants Major Academy.

The Military Academy is the focal point for the NCO Development Program, a formal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for individual training, as well as other leadership-oriented courses, to include a "Tactical Leaders Course" for officer/noncommissioned officers and a Company Level Pre Command Course for officers who will fill company command positions on an annual basis.

MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multistate aviation maintenance mission and maintains National Guard aircraft for a 14-state area. The facility employs 132 personnel and supports the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The MO-AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot support maintenance for approximately 700 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by mobile teams, the repairables exchange program, and the aircraft intensively managed items program.

The MO-AVCRAD was established in September 1961 to ensure a mobilization ready unit, well-trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation, located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. All employees are required to belong to either the 1107th AVCRAD or 1105th AVCRAD National Guard units for the purpose of mobilization.

Production accomplished at the MO-AVCRAD during Fiscal Year 1991 consisted of 104 aircraft repaired, 6612 components repaired, and 66 repair missions accomplished by mobile maintenance teams.

The MO-AVCRAD also operates a Modular Engine Test Stand which has been operational since 1976. During FY 91, 39 aircraft turbine engines were tested on the stand.

DIRECTORATE OF INFORMATION MANAGEMENT (NGMO-IM)

Serves as the principal advisor to the Adjutant General and the Chief of Staff on Automation, Communication, Visual Information, Publications/Printing, and Records Management issues as described in AR 25-1. Has overall staff responsibility for the management of information systems and services. Represents the Adjutant General in all matters pertaining to information management activities to include but not limited to conferences with other states, NGB, equipment and software manufacturers, and other federal organizations, etc.

Serves as the Chairman for the MONG Information Management Council.

Directs the assigned branches to ensure complete support of the MONG in information management areas.

INFORMATION SYSTEM BRANCH (NGMO-IMI)

NGMO-IMI is responsible for coordinating all the ARNG automation programs for administrative systems within the state. Stays informed on the location and usage of automated tactical systems entering the state. Analyzes current or projected automated programs to evaluate their actual or potential effectiveness in achieving their objectives.

The Branch offers a full range of computer courses from a state-of-the-art facility located at the MONG Algoa Training Site.

COMMUNICATIONS SYSTEMS BRANCH (NGMO-IMC)

NGMO-IMC is responsible for coordinating all the ARNG telecommunications within the state. Conducts requirement studies to support telecommunications for new facilities. Identifies actual and potential problem areas, trend significant accomplishments and deficient situations, area of imbalance, or other factors in telecommunications support and services. Recommends changes in telecommunications to support the objectives, operations, inter-related disciplines, and overall utilization of manpower, money, space, and equipment.

Has staff responsibility for Switchboard Operator (state employee).

ADMINISTRATIVE SERVICES BRANCH (NGMO-IMA)

This Branch provides administrative policies, procedures, and services to the total MONG in the following areas: publication, records management, correspondence, mail/distribution, Freedom of Information Act, Privacy Act, printing/duplication, micrographics, and copiers.

ENLISTED MILITARY PERSONNEL ADVISOR

The individual serves as the Senior Enlisted Advisor for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

FACILITIES MANAGEMENT OFFICE

Seventy-two Missouri communities utilize more than 480 armories, hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and operated through joint federal and state ventures.

In FY 90, two projects were funded. Construction started in the spring of 1991. They are a new armory at Aurora and a new Regional Training Site - Maintenance facility at the Alcoa Training Site, Jefferson City.

In FY 91, five projects were funded and construction started in the fall of 1991. They are a new STARC Headquarters/AGO/EOC office, a Combined Support Maintenance Shop, an Organizational Maintenance Shop, a USPFO Warehouse, and a Military Educational Facility. All these facilities are located on the Alcoa Training Site, east of Jefferson City. Three new armories are also under design. They are located at Whiteman AFB, Poplar Bluff, and Columbia. Construction funds are programmed for FY 93.

Jefferson Barracks, home for four Air National Guard (ANG) and seven Army National Guard (ARNG) units, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 56,000 square yards of roads, 14,000 square yards of paved parking, and approximately 10,000 linear feet of security fencing.

Camp Clark is a state operated training site located on 1,287 acres of land near Nevada, Missouri. It contains approximately 260 buildings which are used by various types of military units. Nearly half of the real estate is licensed from the federal government and the remaining half is owned by the state. A significant number of maintenance and repair projects were completed during FY 91.

Camp Crowder is a licensed training site located on approximately 4,600 acres near Neosho, Missouri. It contains six buildings used for specialized National Guard field training exercises.

In FY 90, funds were appropriated for the construction of a new Post Headquarters/Engineer building with construction starting in the summer of 1991. Designs have been completed on a Battalion Headquarters/Classroom and a Troop Medical Clinic with proposed construction in FY 92. Also under design and funded is an upgrade to the Automatic Record Fire Range.

In FY 93, designs should be started for a new barracks complex with planned construction in FY 94.

FINANCIAL MANAGEMENT OFFICE (STATE)

Responsible for overall administration and policy direction of the State Division of the Adjutant General operational budgetary programs, providing a wide variety of state support type activities which include budget development, personnel management, communication analysis, and state property accountability. Also responsible for the monitoring of state support operations of the division to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the division for state operational matters with the Department of Public Safety and the Office of Administration. Serves as Service Contract Administrator for Federal/State Operational Service Agreement Programs.

Some of the principal functions assumed by the State Financial Management Office include the analysis, preparation, and review of the division's annual state operational budget; the preparation of staff reports including recommendations; conferring with division chiefs regarding state procedures and administration issues; maintenance of state employee personnel files and payroll records; state employee assistance program; state employee recruitment responses; and the procurement of supplies, services, and equipment necessary to operate and maintain the Missouri National Guard state facilities and programs.

The Financial Management Office (State) is also responsible for the procurement of supplies and for the pay of personnel ordered to perform State Active Duty.

State operational appropriations for the Adjutant General's office in FY 91 supported six separate programs: Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and Governor's National Guard Emergency Account. The following financial summary details FY 91 operational program appropriations and expenditures of the programs noted:

FY 91 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

	APPROP (1)	FUNDING WITHHELD	NET APPROP AVAIL	EXPENDITURE
ADMINISTRATION				
Prsnl Svcs	1,003,241	72,906	930,335	928,534
Exp & Equip	171,385	39,942	131,443	131,443
FIELD SUPPORT				
Prsnl Svcs	692,513	50,360	642,153	638,462
Exp & Equip	480,371	98,469	381,902	381,881
Fuel & Util	846,690	43,615	803,075	803,074
AIR SEARCH AND RESCUE				
Exp & Equip	7,310	728	6,582	6,576
CONTRACT SERVICES				
P/S (Fed)	3,705,880 (2)	0	3,705,880	3,280,995
P/S (State)	402,371	40,141	362,230	361,391
E/E (Fed)	55,200	0	55,200	52,955
E/E (State)	407,140	70,664	336,476	336,315
Reimb Acct	30,000	0	30,000	1,214
AG REVOLING FUND	49,423	0	49,423	49,423
STATE EMERGENCY DUTY				
State Spt Pymt	150,000 (3)	0	150,000	6,590
Subtotal GR	4,161,021	416,825	3,744,196	3,594,266
Subtotal Fed	3,761,080	0	3,761,080	3,333,950
Subtotal Other	79,423	0	79,423	50,637
TOTAL	8,001,524	416,825	7,584,699	6,978,853

(1) Appropriations listed are State General Revenue unless noted.

(2) The Contract Service federal funding appropriation amounts listed reflect the state appropriation for the program. They do not necessarily reflect the actual amount of federal funding available to the state.

(3) The Governor's National Guard Emergency Appropriation is controlled by the Office of the Chief Executive. Funds are released solely to support National Guard State Active Duty

missions. Unused funds are lapsed annually to General Revenue accounts.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office advises and assists the Adjutant General and assigned Army and Air National Guard units in internal information, media relations, and community relations efforts. The office supervises production of the Missouri National Guard's monthly federally funded newspaper, the Bear Facts. It also coordinates activities of a 13 member Army Guard public affairs detachment and works with public affairs personnel assigned to Air National Guard units in the state.

In fiscal 1991, public affairs personnel were heavily involved in working with the news media during Desert Shield and Desert Storm activities. A four person Army National Guard public affairs team traveled to Saudi Arabia and Iraq to document Missouri Army National Guard units while two Air National Guard public affairs specialists covered Missouri Air National Guard missions in Saudi Arabia and Kuwait. Public affairs teams also supported Missouri's road building work in Panama and documented Guard support to Highway Patrol marijuana interdiction efforts and support given the U.S. Customs Service.

SAFETY BRANCH

The Safety Branch is directed by the Safety and Occupational Health Manager and administers the general Safety and Health Program for all activities of the Missouri Army National Guard, except aviation flying safety. The mission of the Safety Branch is to reduce the number of personal injury and property damage accidents and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful work and training place. All full-time support personnel of the Army National Guard are protected under the provisions of Public Law 91-596 (OSHA Act), Executive Order 12196, and 29 Code of Federal Regulations, Part 1960.

Work and training place safety inspections were continued, including the testing and certification of new and renovated indoor firing ranges throughout the state. New construction and renovation plans were reviewed for compliance with safety and fire protection codes. The new construction plans at Algoa were observed and recommendations were suggested in areas of concern.

Special emphasis programs for Risk Assessment, Safe-Guard 92 (Annual Training Safety), and "Buckle Up for Safety" were implemented or continued. A Special Governor's Family Safety Day was participated in and was a great success.

During Fiscal Year 1991, there was a 5% reduction in the total number of personal injury and motor vehicle accidents reported. The significant reduction was due to increased emphasis by the Adjutant General and staff on safety matters.

The Missouri Army National Guard continues to maintain an accident rate lower than the national average.

SENIOR ARMY ADVISER

United States Army personnel are assigned as advisers to the MOARNG under provisions of federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and materiel resources.

The staff of the Senior Army Adviser is one officer, eight noncommissioned officers, and one Department of the Army civilian.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency. The Staff Judge Advocate's office has primary

responsibility for all claims matters against and in favor of the Government. In fiscal year 1991, 60 claim actions were processed.

STATE ARMY AVIATION OFFICE

GENERAL

Army Aviation within the Missouri Army National Guard utilizes the basic concept of centralized control and decentralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance.

ORGANIZATION

The Missouri Army National Guard Aviation Program is dedicated to improving the professional qualifications of individual crewmembers and operational readiness of the various aviation units throughout the state. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for the past several years.

FUNCTIONS

The State Army Aviation Officer's responsibilities include:

1. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).
2. Staff coordination with the National Guard Bureau and other state/federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.
3. Coordination of joint use of Army aviation assets by the various Army National Guard units in the state.
4. Preparation and coordination of operating budgets required to support the Army Aviation Program.
5. Ensuring that Army National Guard aircraft are used exclusively for official purposes.

OPERATIONS

Army aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are named and located as follows:

1. Jefferson City Army Aviation Support Facility - Jefferson City Memorial Airport.
2. Whiteman Army Aviation Support Facility - Whiteman AFB.

3. Springfield Army Aviation Flight Activity - Springfield Regional Airport.

These organizations provide centralized control and direction of aviation assets. They provide day-to-day maintenance on aircraft and allied equipment consistent with authorizations established by Department of the Army and National Guard Bureau. They also provide instruction and evaluation services to all aircrews and aviation maintenance personnel in the state. The instruction includes all phases of training for day, night, adverse weather, tactics, and special mission tasks. Evaluations are conducted regularly to assure the quality of instruction meets Army standards and to advise the appropriate commanders of their aircrews abilities. Current manning criteria requires 121 full-time federal technicians, but funding support and manpower constraints authorize only 97 personnel or 80.1% of the required force.

In addition to the maintenance and training missions, these organizations perform support missions for the Adjutant General, other units in the state and nation, and state emergency duty at the call of the Governor.

STATUS OF FACILITIES

Within recent years, an expanded building program has resulted in Missouri Army National Guard aviation facilities which are among the best in the nation. The construction costs of these facilities are provided from federal funds, with design and construction supervision provided by the State of Missouri.

a. Whiteman AFB AASF is the only Missouri Army National Guard installation located on an active military base. The facility was completed in January 1978 at a cost of \$1.2 million. This AASF supports 1st Bn 135th Avn, an attack helicopter battalion, which is located in nearby Warrensburg.

b. Springfield AAFA is colocated with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model facility was completed in February 1981 at a cost of \$4.2 million and is recognized as the most modern and functional aviation facility in the United States. Support units include: 1107th AVCRAD, HHD 3d Bn 135th Avn and Co G 135th Avn, and 1105th AVCRAD.

c. Jefferson City AASF is located in a modern \$1.8 million building on Jefferson City Memorial Airport. This facility was completed and occupied in November 1982. It is located on property donated by the City of Jefferson and is situated on a site that has been filled and elevated above the flood plain. Supported units at this facility include: HQ STARC; 1267th Medical Company; 455th, 456th, 457th and 458th CECATS; and the 635th Aviation Group Headquarters.

AIRCRAFT ASSETS

The current aircraft fleet consists of 56 turbine powered helicopters and four twin engine, piston powered airplanes, which are stationed as follows:

	<u>UH-1</u>	<u>OH-58</u>	<u>AH-1</u>	<u>C-7</u>	<u>C-12</u>	<u>C-23</u>	<u>U-8</u>
Whiteman AFB	3	13	18				
Springfield	4	0		0		1	1
Jefferson City	<u>18</u>	<u>0</u>	<u> </u>	<u> </u>	<u>1</u>	<u> </u>	<u> </u>
	25	13	18	0	1	1	1

AVIATION TRAINING

Missouri Army National Guard aircrews must meet the same training requirements as their active Army counterparts. Some of the increased requirements during the past year included qualification of aviators and maintenance personnel in the AH-1 Cobra aircraft and weapons systems, training aviators to fly with night vision goggles, and aircrew training in high altitude, mountainous terrain. To enable us to accomplish the training requirements, National Guard Bureau allocates an annual flying hour program. No state funds are allocated or expended to support this program.

ANNUAL FLYING HOUR PROGRAM

As stated, Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, National Guard Bureau allocates an annual flying hour program to each state, based on the number of aircraft and aviators assigned. Programmed flying time for Fiscal Year 1991 (1 Oct 90 - 30 Sep 91) was 10,368 hours. However, due to Desert Shield/Storm flying hours were withdrawn, leaving the state with 8,391 actual hours flown. Of that total 1,030 hours were used to support the counter narcotics operations in Missouri. Flying hours were completed by 30 September 1991.

STATE MAINTENANCE OFFICE

Unit, direct support, and general support maintenance is performed on all surface equipment issued to the MOARNG at 16 facilities. There are 197 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS), 1 Unit Training Equipment Site (UTES), and 1 Combined Support Maintenance Shop (CSMS):

OMS #1	Raytown
OMS #2	Jefferson Barracks

OMS #3	Cape Girardeau
OMS #4	Poplar Bluff
OMS #5	Rolla
OMS #6	St. Joseph
OMS #7	Marshall
OMS #8	Mexico
OMS #9	Jefferson City
OMS #10.	Jefferson Barracks
OMS #11.	Springfield
OMS #12.	Harrisonville
OMS #13.	Neosho
OMS #14.	Trenton
Unit Training Equipment Site	Nevada
Combined Support Maintenance Shop	Jefferson City

The OMSS provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent to higher category maintenance facilities. These shops have 128 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 69 technicians on board.

COMBINED SUPPORT MAINTENANCE SHOP

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units/Organizational Maintenance Shops or the supply system, all items of ordnance, engineer, signal, chemical, quartermaster, and transportation equipment which require support maintenance.
2. Provide calibration service for test, measurement, and diagnostic equipment.
3. Provide technical assistance and instructional teams to units.

During FY 91, the CSMS performed a total of 4,429 maintenance jobs on various types of equipment, plus calibrated 6,430 items. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 91 in the maintenance area:

1. The MOARNG ended FY 91 with an equipment operational readiness rate of 92 percent.

2. The Surface Maintenance Managers expended \$44,200 on travel to repair equipment throughout the state. The SMMO also managed an approximately \$3.9 million repair parts budget, expended \$208,000 on maintenance training, and \$410,500 on GSA rental of vehicles.

SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all Missouri Army National Guard (MOARNG) and Missouri Air National Guard (MOANG) full-time support personnel.

Technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-Time Recruiting and/or Retention Force.

Full-time support personnel authorized are as follows:

	MOARNG	MOANG		
Technicians	649	504	=	1153
Active Guard/Reserve	536	164	=	700
TOTAL	1185	668	=	1853

The Support Personnel Management Office (SPMO) is composed of two major branches, the Personnel Management Branch and the Special Actions Branch. Each of these two branches is further divided into several sections. Responsibilities for each branch and subsequent sections are as follows:

PERSONNEL MANAGEMENT BRANCH. This branch provides technical and administrative support in the personnel arena for assigned federal technicians (military and civilian), as well as Active Guard Reserve employees for both the Army and Air National Guard of Missouri. It provides the Adjutant General, his staff, managers, supervisors, and the SPMO with technical assistance in areas of full-time support personnel (FTSP) administration to include funding and manpower allocations; developing and administering technician personnel policies and programs; and administering legal, regulatory, and procedural controls affecting FTSP. The Personnel Management Branch is composed of four sections which are as follows:

1. POSITION CLASSIFICATION/POSITION MANAGEMENT. The Position Classification/Position Management Section provides advice and technical assistance for both technician and Active Guard Reserve managers/supervisors and employees in the following areas:

- Accuracy and appropriateness of position descriptions
- Appropriate classification of positions within the organization
- Classification Appeals
- Management of personnel resources
- Management of positions for personnel data system - Civilian (PDS-C)

Full Classification Authority was granted in March 1991. This authority allows Missouri to classify nonsupervisory and supervisory exception Federal Wage System positions through wage grade (WG)/wage supervisor (WS)/wage leader (WL)-15 and general schedule (GS)-12 and select the most appropriate nationwide position descriptions for the same grade levels and provide management advisory services relative to organizational and position design.

The following goals were accomplished during 1991:

a. Implemented 23 Positions Descriptions Releases (10 Army National Guard, 13 Air National Guard). Significant releases include the realignment of the Administrative Services section under the Director of Information Management and the release of the ANG Environmental Protection Specialist, GS-11, position description.

b. Four hundred nineteen position descriptions were certified by first and second level supervisors.

c. Twenty-eight on-site desk audits were performed (13 ARNG, 15 ANG).

d. Problems which continue: Obtaining information from National Guard Bureau (NGB) pertaining to the status of Position Description Releases.

e. Participated in 5 Phase II Supervisor courses.

f. There were no Classification Appeals.

2. PERSONNEL STAFFING. The Personnel Staffing Section provides advice and technical assistance for both technicians and AGR managers/supervisors and employees in the following areas:

- Administration of the State Merit Placement Plan (i.e., advertising and filling Technician/AGR positions, determining qualifications, certifying eligibles, etc.)
- Application Evaluation

- Merit Placement panels
- Military Compatibility
- Technician/AGR Vacancy Announcements
- Retained Grade/Pay
- Restoration After Military Service
- Obligated Positions
- Priority Placement
- Immigration Reform and Control Act
- Selective Service Registration as a Condition of Federal Employment
- Reduction in Force
- Special Appointing Authority for Competitive Hire
- Merit Promotion and Placement Plan
- Conduct Supervisory Training
- Permanent Change of Station
- Federal Equal Opportunity Recruitment Program
- Career Development Programs
- Selection/Nomination Boards
- Tour Continuation Boards
- Military Orders
- Weigh-In
- Military Education Requirements
- Monitor Compliance with Military Education Program

All goals established for 1991 were accomplished.

a. The conversion to a new computerized personnel system which generated the combining of AGR and Technician into one Staffing Section is accomplished and operating. Position requirements, work flow, and personnel actions are much easier to track.

b. F-15 conversion at Lambert Field was accomplished on schedule with 1 loss of full-time personnel. Only 5 personnel were changed to lower grade, 21 received promotions, and 42 were reassigned.

c. The Federal Equal Opportunity Recruitment Program has been converted from a system of only passing out announcements to a working applicant supply file sorted by applicants skills, both AGR and Technician.

d. Over the past year the Staffing Section has advertised a total of 318 positions.

Technician (Army)	122
Technician (Air)	81
Dual Technician/AGR	8
OPM Registers	4
Disabled	1
AGR (Army)	91
AGR (Air)	11

318 as of 10 Dec 91

Technician/AGR gains over the past year

	TECHNICIAN	AGR
Army	42	29
Air	31	9

The Staffing Section has provided instructors to all 5 Basic Supervisors Training Courses held during the last year.

3. EMPLOYEE DEVELOPMENT. The Employee Development Section provides advice and technical assistance for both technicians and AGR managers/supervisors and employees in the following areas:

- Manage Technician Training Budget
- Procurement of training resources to include funding, training facilities, equipment/materials, and student housing
- Control training library
- Manage Professional Education Center Training Program
- Training policies & regulatory guidance
- Establishing an annual training needs assessment
- Developing an annual training plan
- Supervisor training curricula and compliance
- Establishing and participating on training committees
- Designing, developing, conducting, and evaluating training events
- Advertising training opportunities
- Consultant to managers/supervisors on subordinates Individual Development Plans
- Military Professional Education Center Requirements
- Army Physical Fitness Training Requirements

All goals established for 1991 were accomplished.

a. Five Supervisors Orientation Training Courses conducted; 80 employees trained

b. Five Basic Supervisor Training Courses conducted; 130 employees trained

c. Two Retirement Seminars conducted

d. Many supervisors attended courses designed to enhance their current skills

The Annual Funding Plan for this office during FY 1991 was \$280,000. By the end of the fiscal year, due to several new training initiatives, the training budget was increased to \$324,000.

Some new training initiatives implemented during 1991 included:

a. The establishment of an Employee Training Library containing many books and audio/video tapes for self-improvement and employee motivation

b. The purchase of 5 additional TV/VCR components to enhance on-site training motivation

c. The purchase of a satellite training system to maximize training capabilities and reduce travel and per diem expenses

4. BUDGET. The budget assistant provides advice and technical assistance for both technician and AGR managers/supervisors and SPMO program managers in the following areas:

- Maintain current status of all personnel actions requested and verify requests to fill against ceiling report.
- Monitor all Selection Certified, AGR/Technician for Ceiling/Strength reports.
- Maintain/monitor and publish weekly strength (Ceiling) report, including changes from cross-leveling, attrition, new authorizations, etc.
- Maintain/publish budget report showing current Annual Funding Program and year-end projections of all SPMO accounts.
- Review unliquidated obligation printout from Property and Fiscal Office (PFO) and make adjustments as necessary to deobligate funds.
- Provide SPMO with necessary information and documentation for Program Budget Advisory Committee meetings, accounting for excesses and/or shortages and projected status of accounts.
- Coordinate with National Guard Bureau, the Adjutant General (TAG), TAG staff, and units as necessary to ensure budget and strength are accurate, and to correct problems as they arise.
- Monitor/maintain AGR and Technician permanent change of station (PCS)/travel funds accounts documentation and obligate funds.
- Monitor/maintain Technician School/Travel Funds and documentation. Obligate and deobligate funds using UNIX computer system.
- Monitor/maintain Aviation Classification and Repair Activity Depot Reimbursable fund, to include bi-weekly payroll reports, and billing correspondence to AVCRAD and PFO.
- Review and post changes to Army and Air support personnel manning documents as necessary.
- Monitor/maintain records and documentation for Blanket Travel Orders as required.
- Assist National Guard Missouri-Surface Maintenance Manager with reimbursable cost, billing Miscellaneous Internal Procurement Requisitions, and documentation as needed.
- Maintain/monitor Army Manpower Voucher.

- Maintain/monitor Air Employment Authorization document.

During 1991, SPMO Technician and AGR accounts were funded at or exceeded the levels requested by the program managers.

A summary of 1991 budget activities is as follows:

a. AGR Travel: \$78,320. Expenses included travel for training, medical evaluations/examinations, site visits, meetings, and conferences. Actual funding was set at \$53,000; however, it was supplemented with AGR PCS funds to cover additional travel expenses for Desert Shield/Storm, i.e., mobilization and demobilization conferences.

b. AGR PCS: \$98,600. Twenty-six AGR soldiers were PCS moved at an average cost of \$3,792.

c. Technician Payroll Accounts:

(1) Logistics: \$14,266,600 in support of 441 employees to include 25 temporaries.

(2) Recruiting: \$63,700 in support of 2 employees to include 1 temporary.

(3) Training: \$6,200,100 in support of 181 employees to include 8 temporaries.

(4) HQ Support: \$1,238,300 in support of 41 employees to include 5 temporaries.

(5) Depot Maintenance: \$569,400 in support of 9 employees at MO AVCRAD Shop. (These employees are indefinite/reimbursable; however, monies were funded through direct PFO funds.)

d. Technician School, Travel, and Tuition: \$308,700. (Actual Expenses)

(1) Five Supervisor Orientation Training Courses.

(2) Five Basic Supervisor Training Courses, 130 employees trained.

(3) Two Retirement Seminars.

(4) Establishment of an Employee Training Library which contains books and audio/video tapes.

(5) Purchase of 5 additional TV/VCR components to enhance site training.

(6) Purchase of a satellite training system to maximize

training capabilities and reduce travel and related expenses of trainers.

SPECIAL ACTIONS BRANCH. This branch provides technical and administrative support in the personnel arena for assigned federal technicians (tech)-(military and civilian), as well as Active Guard Reserve employees for both the Army and Air National Guard of Missouri. It provides the Adjutant General, his staff, managers, supervisors, and the Support Personnel Management Office technical assistance in the areas of computer based personnel data; the administration of EEO laws and regulations; labor management relations and adverse action; services to employees including retirement, insurance, performance appraisals, awards, and pay. The Special Actions Branch is composed of four sections which are as follows:

1. LABOR MANAGEMENT RELATIONS. The primary purpose of the Labor Management Relations section is to provide comprehensive labor relations services within the state in contract negotiations, contract administration, and administrative proceedings. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and provide advice on developing management proposals and strategies, as well as, determining when union proposals may be nonnegotiable under federal laws. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair labor practice charges and complaints, grievance proceedings, and arbitration. The National Association of Government Employees is the exclusive representative for technicians in the bargaining unit, with one local for the Air National Guard and one local covering Army National Guard technicians throughout the state.

The following actions were accomplished during 1991:

a. Grievance/Appeals

(1) Telephone Inquires

(a) Nine inquires about filing union grievance (Tech employees).

(b) Thirty inquires on complaint process (AGR).

(c) One supervisor inquiry on employee dissatisfaction.

(d) Twenty-five inquires on discipline procedures.

(2) Discipline/Adverse Actions Completed

Tech. (a) Separations - 5 AGR, 1 Tech; Suspensions - 2

(b) Reprimands - 12 AGR, 4 Tech.

(c) Employee Consultations - 10.

(d) Supervisor Consultations - 25.

(3) Discipline/Adverse Actions (In progress)

Tech (a) Reprimands - 6 (2 Tech, 4 AGR); Suspension - 1

(b) Separations - 2 AGR, 1 Tech

- 5 (c) Discipline/adverse actions stopped in progress

(4) Physical fitness test failures

Counselings - 7 AGR

b. Researches:

(1) On-site day care facility

(2) Smoking Policy for Department of Defense, Army and Air National Guard

(3) Health club membership dues for employees

c. Union Consultations

(1) Four quarterly meetings

(2) Six additional consultations

d. Attended hearing in Kansas City 19-20 March

e. Attended Labor Relations Workshop in October

f. Impact and implementation bargaining on smoking at the U.S. Property and Fiscal Office Headquarters and Warehouse

g. Fielded two grievances at Lambert International Airport (IAP) - Air National Guard

h. Responded to one potential Unfair Labor Practice at Lambert IAP - Air National Guard

i. Published 14 letters to the field in the areas of Labor Management Relations on Discipline/Adverse Action

2. DATA MANAGEMENT. Manages the overall National Guard Personnel Data System-Civilian (NGPDS-C) and other databases for operations and provides technical systems control for computer systems. The Support Personnel Management Office staff in the following areas:

- Checks "Flags" daily to ensure system is operational.
- Checks tapes and sequence to ensure system is operational.
- Prints all products and checks for legibility, separates, and distributes them to the proper section.
- Responsible for SPMO computer system problems.
- Maintains daily transaction registers.
- Assists the SPMO staff in writing desires and requests desires to be printed.
- Assesses SPMO computer training plan and conducts training accordingly.
- Troubleshoots inoperative computers and makes repairs within capabilities.
- Researches new software programs and installs them on SPMO computers.
- Conducts briefings for supervisor training orientation.
- Maintains software library.
- Produces slide presentations (video show).
- Maintains SPMO master computer listing book and extracts data.
- Responsible for receipt and accountability of computers and related systems.

The following requirements were accomplished during 1991:

- a. Average monthly NGPDS-C transactions - 4,100
- b. Identification and correction of inaccurate and incomplete database resulting from conversion to NGPDS-C
- c. On-site consultation by Personnel Systems personnel from Whiteman AFB and Minot AFB
- d. Identification of limitations resulting from Guard unique database (AGR)
- e. Developed DESIRES, local tables, and a problem/solutions notebook enabling SPMO personnel information sharing, quality control, conduct research, and update database.
- f. Scheduled and accomplished NGPDS-C instruction by personnel from NGB-PRI and Minot AFB for SPMO personnel

g. Conducted daily meetings to ensure accurate data input, recommended improvements in data input, and corrected discrepancies

h. Monitored allocation and utilization of the 6 PDSC terminals

i. Provided support and assistance for all computer support within the SPMO

j. Conducted monthly training/instruction on PDSC system refinements/upgrades and problem/solution cross tell.

3. EMPLOYEE RELATIONS. Maintains central library of publications relating to technician personnel administration; processes personnel actions for all technicians and Active Guard Reserve; initiates actions on step increases, retirements, and other actions; and advises employees and supervisors of employee benefits such as insurance, leave, retirement, death, and disability. Establishes rate of pay and establishes and maintains Employee Performance Files, Official Personnel Folders, and Employee Medical Files for each technician. Responsible for the performance appraisal and workers' compensation programs. Provides advice and technical assistance in the following areas:

- Thrift Savings Plan
- Technician conduct, rights, and responsibilities
- Disciplinary and Adverse Actions (other than "for cause")
- Environmental Differential and Hazardous Duty Pay
- Performance and Incentive Awards
- Suggestions

The following personnel actions were accomplished during 1991:

a. Provided employee relations benefit and services information to new employees during 26 employee orientations.

b. Processed approximately 2,856 personnel actions.

- (1) Army National Guard (ARNG) 1,468
- (2) Air National Guard (ANG) 1,388

c. Processed 39 retirements, including preparation of forms and documents required and one-on-one counseling with each retiree and spouse.

- (1) ARNG 26
- (2) ANG 13

d. Processed 2 death-in-service claims.

- (1) ARNG 1
- (2) ANG 1

e. Assisted 30 former employees, now retired, concerning death claims.

f. Assisted 7 widows applying for spouse retirement benefits. Forms were prepared, a letter of transmittal from spouse to OPM provided, and this office informed Office of Personnel Management of the death.

g. Processed 64 Office of Workmans Compensation Program Claims (Army) Injuries by type:

(1) 17 back injuries	(6) 3 eye
(2) 15 hand	(7) 2 head
(3) 8 leg	(8) 1 neck
(4) 12 arm	(9) 1 auto accident
(5) 5 foot	

NOTE: Total cost 1 June 1990 through 30 March 1991, \$184,475.29 Army and \$57,660.24 Air

h. Trained two new personnel actions clerks.

i. Provided education during 5 supervisory training courses. Topics included Performance Standards/Appraisals, Workman's Compensation.

j. Provided retirement counseling at 4 preretirement seminars (approximately 117 attendees) with a 2-1/2 hour block of instruction at each seminar. Also provided an estimated retirement computation to each technician attending.

k. Traveled to St. Joseph in December to provide information to about 90 employees activated in support of Operation Desert Shield/Storm. With the aid of our 2 remote designees, conducted a group briefing and counseled each individual employee concerning benefits. These counseling sessions averaged 10 to 15 minutes each.

l. One hundred thirty-eight Army and Air technicians were counseled about benefits in connection with Operation Desert Shield/Storm.

m. Conducted two Thrift Savings Plan Open Seasons (approximately 280 TSP-1 forms processed), mailing to all eligible employees applicable information whether Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS).

n. Conducted the annual Federal Employees Health Benefits Open Season.

o. Published information concerning the annual Savings Bond Campaign.

80 Army
16 St. Joseph
39 Lambert-St. Louis

- p. Processed Incentive Awards as follows:
113 Sustained Superior Performance (SSP)
10 Quality Step Increase (QSI)
13 Suggestions

q. Issued 396 ID cards as follows: 66 federal civilian ID cards, 180 military dependent ID cards, and 150 military green ID.

r. Yearly Veterans Home Administration Survey Report with forms sent to each Active Guard Reserve employee, consolidated and sent to National Guard Bureau.

s. Semiannual Basic Allowance Quarters Entitlement report on all AGR members. (580 Army AGR)

t. Annual verification AGR members being paid are actually entitled and that pay is correct.

u. Processed approximately 250 DA 4187s, Personnel Actions, for AGR personnel who have attended annual training.

v. Approved 3,708 DA Forms 31, Active Duty Leave Request, for AGR members.

w. Provided pre-1969 technician information to 21 former employees who can receive credit for this service under Public Law 101-530. This consisted of searching microfilm and preparing a Standard Form 7 card and cover letter to the individual.

x. Checked 3,282 Department of Defense 1351-2 Travel Voucher for AGR personnel pertaining to meals issued. These forms are sent to Fort Leonard Wood by transmittal.

y. Leave and Earning statements were sent to AGR members monthly (approximately 550) and phone calls follow up.

z. Performed 17 AGR separation since May 1991, including DD 214

4. EQUAL EMPLOYMENT OPPORTUNITY OFFICE. Is responsible for all Equal Employment Opportunity (EEO) programs. Advises the Adjutant General, the Support Personnel Management Officer, and managers on administering laws, policies, and regulations designed to overcome and prevent discrimination. Provides equal opportunity guidance to employees and applicants to the Missouri National Guard. Manages the following equal employment and human relations programs:

- Employee Assistance Program (EAP)
- Affirmative Employment
- Federal Equal Opportunity Recruitment Program

- Special Emphasis Programs (i.e., Hispanic Employment, Federal Women, American Indian, Black Employment Programs, Handicapped/Disabled Veteran Hiring Programs, Summer Youth Employment, and Camp Wonderland)
- Education training in EAP, EEO, and Affirmative Employment programs for full-time Support Personnel (FTSP) managers and employees

The following goals were accomplished during 1991:

a. Participated in 5 Supervisors Training Phase II, providing information on EEO/EAP and Affirmative Employment Program responsibilities for supervisors.

b. Initiated Federal Equal Opportunity Recruitment Program Skill Bank file in coordination with staffing to maintain minority/female applications on hand.

c. Utilized Human Relations/Equal Opportunity staff in the SPM office to provide additional coverage in EEO during July 1991.

d. Worked with the Private Industry Council to place 8 young people in Summer Youth Employment and Education Program, June - July 1991.

e. Provided monthly input to the HQ STARC Newsletter on EEO, AEP, and EAP topics, as well as dates to remember.

f. Provided on-site and telephone assistance to EEO counselors on 6 informal Title VII complaints - all resolved at the informal stage.

g. Annual Training - Scott Air Force Base, as the Chief of Actions 15-28 Sep 91.

h. Provided EAP consultation and referral assistance to 25 employees.

12 Technicians 21 Supervisor Consultations
13 AGRs

i. Referred 3 employees to residential alcohol treatment programs.

j. Coordinated the Camp Wonderland Program for 120 special campers.

97 National Guard volunteers
45 Department of Mental Health staff as additional staff counselors

k. Trained supervisors on AEP program goals in Kansas City, Cape Girardeau, Jefferson City, and Springfield IAW Affirmative Employment Program Committee (AEPC).

1. Refined database for EEO population representation data to ensure accuracy of military and civilian statistics.

m. Consulted with recruiting offices, both Army and Air, to identify minority accessions.

THE UNITED STATES PROPERTY AND FISCAL OFFICE

The United States Property and Fiscal Office (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard operational budget of over \$116 million, maintains an ARNG equipment inventory valued in excess of \$389 million, and an Air National Guard operational budget of over \$46 million.

Management of the Army resources is accomplished through five operating entities: Logistics, Resource Management, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard resources is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 100 technicians.

The Purchasing and Contracting Division provides contracting support to both the Army and Air National Guard in accordance with federal acquisition laws and regulations. Emphasis is placed on competitive acquisition and timely procurement.

The Resource Management Division has placed emphasis on the controls and procedures to pay all troops in a timely manner. This includes inactive duty training and annual training pay. Payment for short tours of duty is processed within three days of completion of duty. Added emphasis has also been placed on bonus, incapacitation pay, and timely payment to vendors for commercial contracts.

The Analysis and Internal Review Operations is in the final stage of transitioning from an examination function to an internal audit function. This program continues to be enhanced through professional auditor training. Efforts to fill vacancies with qualified auditors have been very successful. At this time three senior level audit positions are filled with qualified auditors. The annual audit program places emphasis on evaluations of areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside agencies such as Department of Defense Audit Services, U.S. General Accounting Office, as well as the Army Audit Agency, and the Department of the Army Inspector General.

Logistical support of the Army National Guard is aimed at ensuring that all units obtain the highest level of readiness possible. The current emphasis is on the reconstitution of units returning from Desert Storm and the distribution of equipment from the military structure build down. These actions support the USPFO's goal to provide the individual soldier all he needs to perform his mission without action on his part.

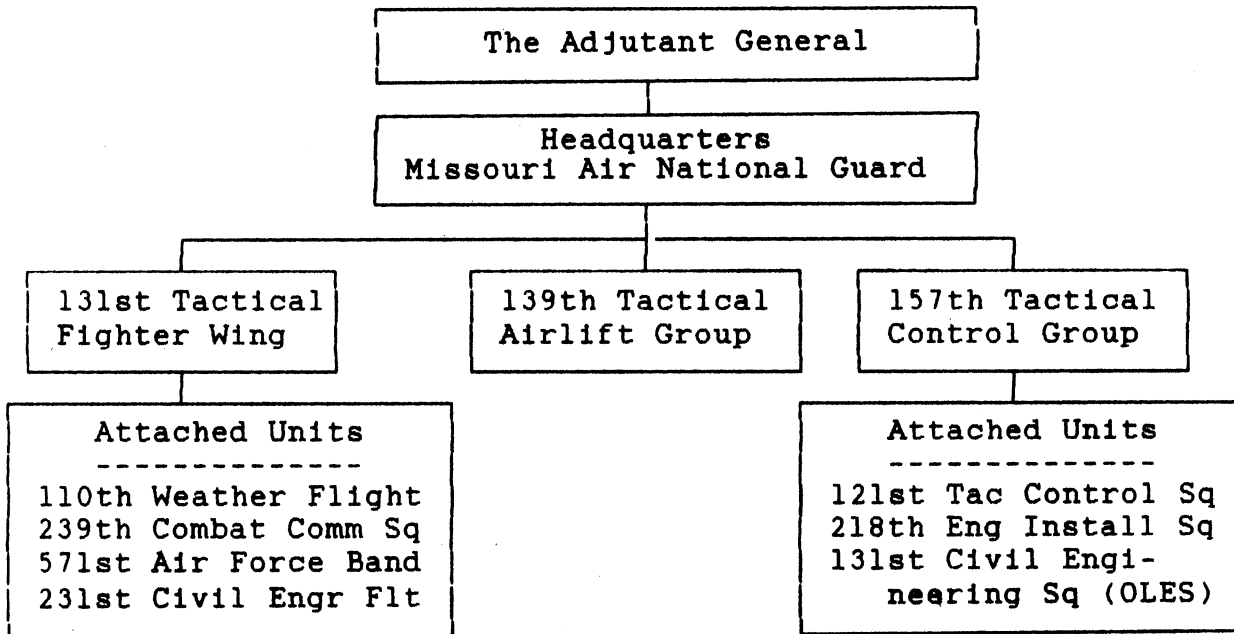
The Data Processing Installation (DPI) continues maintaining records for the USPFO by computer and telecommunications processes as outlined in applicable regulations. DPI clients are provided cost-effective resources and timely service for quality sustainment of the Missouri National Guard.

With increased top-level management interest in reducing paperwork and having timely information to make decisions, the DPI is analyzing and implementing local methods of eliminating paper, tape, and diskette products. Terminal display of data and information is streamlining processing and enhancing security of "For Official Use Only" and privacy act knowledge. Services given weekly or monthly are distributed daily as a result of informal process action teams consisting of clients and DPI staff.

An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel, and will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

MISSOURI AIR NATIONAL GUARD

ORGANIZATIONAL CHART



Missouri has three Air National Guard Bases. Headquarters 131st Tactical Fighter Wing and assigned units are located at Lambert Field in St. Louis. The 139th Tactical Airlift Group and assigned units are located in St. Joseph at Rosecrans Field. Headquarters 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Tactical Air Command, Military Airlift Command, the Air Force Communications Command, and United States Air Forces Europe.

CONSTRUCTION/FACILITIES

Headquarters Missouri Air National Guard is located at Jefferson City, Missouri. The state Headquarters commands, controls, and supervises Air National Guard units within the state consisting of more than 2900 personnel in a tactical fighter wing, a tactical airlift group, a tactical control group, and four specialized squadrons or flights.

Jefferson Barracks, home of four Air National Guard units, the National Guard Bureau's Central Personnel Center, seven Army National Guard units, and one Navy unit is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property leased to the federal government and licensed back to the state for use by the

Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,623 SY of roads, 14,300 SY of paved parking, and approximately 10,000 LF of security fencing.

Air Operations and Maintenance agreement funding for FY 91 was \$505,024 including \$122,760 in state funds, \$369,164 in federal matching funds, and \$13,100 in 100 percent federal funds. Repair and maintenance construction funding exceeded \$2 million and included replacement of the base water distribution system; replacement of the roofs on Buildings 29, 37, 44, 45, 46, and 47; and renovation of Building 53.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of federally owned land on the south side of Natural Bridge Road and 23.41 acres of airport land leased to the federal government by the city of St. Louis, all of which is licensed to the State of Missouri for use by the Missouri Air National Guard. The real property consists of 76 facilities. The facilities include 36 buildings (337,525 SF); 55,686 SY of aircraft parking apron; and 99,723 SY of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert (less real estate) has been estimated by ANGRC/DEO at \$69,800,000.

Major projects completed in the past 12 months include repair by replacement apron slabs (\$278,537.44); repair by replacement roofs, #110, #12, #209, #233, and #115 (\$172,450.51).

Major projects in design phase FY 91 included alter engine shop #2; alter avionics/ECM shops; ADAL weapons release/AGE; ADAL dining hall; total design funds expended FY 91 was \$145,242.81.

Air Operations and Maintenance agreement total funding for FY 91 was \$1,241,096.05 (\$1,135,596.05 [75-25] plus [100% federal] \$105,500). Additionally, federal repair and preventive maintenance funds in the amount of \$1,484,418 was expended during FY 91 on carpet repair, Building 131, \$106,000; security fencing southside, \$23,538; replace base curbs, \$99,088; replace roof, Building 131, \$98,611; replace roof, Building 235, \$124,720; seal miscellaneous parking lots, \$97,887; resurface concrete floors, \$99,068; repair water line, \$8,733; microwave intrusion alarm, \$37,262; security cameras, \$124,713; enclose AGE canopy, \$46,381; refueler bay lights, \$27,298; maintain base streets, \$124,767; miscellaneous painting and tuckpointing, \$89,779; generator test building, \$42,664; repair fire main, \$2,780; repair boiler, Building 41, \$9,175; aircraft apron stripping, \$22,205; replace driveway, Building 131, \$10,685; AGYLE HVAC duct work, \$4,943; security fencing northside, \$24,740; security pipe gates, \$7,239; security alarms, Building 227, \$9,952; repair 6" water main, \$6,500.

MCP projects under construction include alter engine shop, \$291,122; alter Avionics/ECM shops, \$328,070.

Environmental projects completed FY 91 include tank tightness testing, \$24,844.40; remove oil water separator, \$21,407.50; soil remediation, \$9,900; underground storage tank removal, \$27,512.

Future construction will include ADAL weapons/AGE shop, \$1,150,000; alter dining hall, Building 131, \$350,000; combat COMM AGE/auto maintenance, \$1,600,000; install 200,000 gallon POL tank, \$2,500,000; base engineering maintenance facility, \$2,100,000; composite support facility, \$3,000,000.

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri (54.15 acres owned by the Department of the Air Force; 28 acres leased from the city). Right-of-way easements total 7.58 acres. Two hundred and seven acres for an aerial drop zone and 4.01 acres for a takeoff and landing zone located at the airport are leased from the city.

Facilities include: 38 buildings (261,933 SF); aviation fuel storage (300,000 gallon capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (34,757 LF); and vehicle parking (39,434 SY). Total replacement value is estimated at \$46,514,000.

Major construction anticipated in the near future includes an addition to aircraft maintenance for a welding shop (\$187,000); jet fuel storage complex (\$3,500,000); alterations to the Operations and Training facility (\$1,400,000); repair aircraft parking ramp (\$2,300,000); overlay runway 13-31 for assault landing zone (\$2,200,000); and a joint project with the FAA and City of St. Joseph to repair the taxiway, for which the ANG is providing \$1,600,000 as its share of the project.

Projects recently completed or currently under construction consist of a composite support facility for the Clinic, Dining Hall, and Security Police; Avionics facility; mobility storage building; aircraft anchor tie downs with ramp access; vehicle parking shed; base master plan; and an installation restoration program study of possible hazardous waste sites. All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the state. All costs of the operations are funded by the federal government except operations and maintenance of the facilities for which the State of Missouri funded \$177,930 in FY 91 and \$1,421,700 was funded by the federal government.

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in Pulaski County, Missouri, in the southwest corner of Fort Leonard Wood. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control

building (3,900 SF); two observation towers; a helicopter pad (178 SF); as well as an extensive target array including airfield, revetted aircraft, railroads, bridges, a water well, 35 SY of sidewalk, and 1300 LF of security fence. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The Range is operated by nine full-time personnel and is host to nine units from seven states, flying A-7, A-10, F-16, OA-37, A-4 (Marine) aircraft, and UH-1 and Cobra helicopter gunships.

Future construction includes an equipment storage/inspection facility (\$171,450) and access road improvement.

131st Tactical Fighter Wing/110th Tactical Fighter Squadron. As part of the total force, the 131st TFW is one of the many Air National Guard and Reserve units which account for 33 percent of the total tactical fighter resources of the Tactical Air Command. The 110th TFS marked this year with a conversion from the F-4 with its special weapons capability to the F-15 air superiority fighter. The change to the F-15 required the retraining of a majority of squadron pilots to the new aircraft and mission.

Due to the conversion, the unit participated in a new aspect of the project entitled CORONET EAST. This involved the delivery of 14 F-4E aircraft, which belonged to the unit, to Turkey sold under the foreign military sales program.

The last flight of an F-4 with wing markings occurred on 14 September 1991 ending another chapter in the proud history of the 110th TFS.

The 139th Tactical Airlift Group. The 139th has participated in many worldwide operations to include Desert Shield and Desert Storm.

In August 1990, the National Guard Bureau requested 100 volunteers for Operation Desert Storm. The Group had more than 200 volunteers. The 100 volunteers and 2 aircraft returned to St. Joseph in October 1990. Several missions were flown in CONUS to position people and cargo for deployment to Desert Shield. In December 1990, the 180th TAS was called to Desert Storm and deployed all 8 C-130 aircraft and 213 people including aircrews, maintenance, and other support personnel. All 8 aircraft and people returned to St. Joseph, Missouri, on 30 May 1991.

A multitude of airlift missions have been flown to put National Guardsmen and their equipment in place for training. Some locations were Osan AB, Korea; Guantanamo Bay, Cuba; Cold Lake, Canada; Howard AB, Panama; St. Thomas, Virgin Islands; and Norway. The AATTC conducted a special training exercise with the Canadian Tactics Training Center.

In August 1991, the 139th sent two aircraft, two crews, and maintenance support personnel to Nellis AFB, Nevada, to validate defensive tactics using the Red Flag mission debriefing system.

Also in August 1991, the Group hosted an Open House for the community. The program included aerial demonstrations by C-130 aircraft and many static display aircraft.

In September 1991, the Group deployed three aircraft, four aircrews, maintenance, and support personnel to Howard AB, Panama, for Volant Oak. They also flew a mission in support of the Drug Enforcement Agency.

In May 1991, the 139th hosted the annual MULEX exercise. The staff and facilities provided an excellent home for the exercise.

During the year, the Group flew 3,073 local proficiency, tactical airdrop, and cargo/passenger airlift sorties, logging more than 1,598,578 passenger miles and 297,332 cargo ton miles in 5,275.7 total flying hours, while extending its 33-year flying safety record to more than 124,000 hours of accident-free flying.

AATTC. The Air National Guard's Advanced Airlift Tactics Training Center (AATTC) had 25 aircrew classes for a total of 100 aircrews scheduled for FY 91. All 25 aircrew classes were conducted, but only 88 aircrews were graduated. This decrease from those scheduled was due in large part to the heavy airlift support required for Operation Desert Shield/Storm. The AATTC also conducted 10 Practical Intelligence Course classes during FY 91 and graduated 90 intelligence personnel.

Aircrews and intelligence personnel attend the AATTC from the ANG, AFRES, USMC, USMCR, and USAF. Five allied nations had aircrews train with the AATTC during FY 91 (i.e., Germany - 3, Italy - 1, and Australia - 1). AATTC staff members also gave airlift tactics briefings to several units prior to their departure to Desert Shield/Storm, and two staff members served as unit tactics officers during the operations.

Recruiting. Recruiting continues to be excellent. As of 10 October 1991, the Group was 92.9 percent manned on officers and 99 percent on airmen with an overall manning of 98 percent.

Headquarters 157th Tactical Control Group and assigned units are located at Jefferson Barracks. More than 1,300 officers and airmen are assigned to this Group in the states of Missouri, Iowa, Kansas, Georgia, Alabama, and Tennessee. The Tactical Control Group mission is to provide command and control for air strikes, reconnaissance, and air-to-air intercepts in a forward battle area. All radar units are equipped with the same type radar equipment. Depending on terrain and altitude, the radars have the capability to "look" in excess of 150 miles.

In addition, the radar units have the capability to interface with the Air Force Airborne Warning and Control System. When all systems are netted, it equates to a tremendous surveillance and control capability over a widespread geographical area. As a ground tactical control system, the units are normally located in close proximity to Army field forces. Each radar unit is autonomous and has organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations. Units are capable of becoming operational and controlling aircraft or providing surveillance within hours of arriving at their tactical field site. The Air National Guard provides approximately 65 percent of the total Air Force ground tactical air control system capability.

During FY 91, four units assigned to the Group successfully completed Tactical Air Command Operational Readiness Inspections (ORIs). Two units supported large NATO overseas exercises in Scandinavia with tactical air control services. All units of the Group were involved in providing many drug interdiction radar surveillance services to federal and state authorities. Many Headquarters personnel saw field duty with these units as their operations were planned and executed.

The Group's major projects for the coming year are beginning conversion of assigned units to the TPS-75 radar and Modular Control Equipment; supporting NATO exercises with tactical air control services; supporting federal and state authorities with drug interdiction surveillance services; preparing four more assigned units for ORIs, and preparing the Headquarters for a Unit Effectiveness Inspection.

The 218th Engineering Installation Squadron is one of 19 similar squadrons in the Air National Guard. The unit is organized into 33 Combat Engineering Installation Teams, trained and equipped for engineering and installing radio, radar, telephone, cable, and antenna equipment. The 218th regularly deploys to bases throughout the United States and has completed special assignments in the European and Pacific theaters.

The unit trains for its wartime mission by selecting regular Air Force projects and assigning a mix of experienced personnel and trainees. This results in a double benefit to the Air Force and the taxpayer since completion of training also means completion of an Air Force project and an operational system.

1991 was a banner year. Historical records show that the unit expanded its workload by 40 percent in one year. Unit teams were sent from Zweibrucken, Germany, to Edwards AFB, California, and completed projects for both the Army and Air Force. Nearly 3200 mandays were expended.

The unit's greatest achievement of 1991 was to bring the 139th TAG, Rosecrans ANGB, MO, base telephone system into the reach of

modern technology. The 218th dedicated more than 700 mandays to install several thousand feet of 3000 pair copper cable and a similar amount of fiber optic cable. It also presented the rare opportunity to respond to a request for help, design and engineer the job, and do all of the installations to complete the package. The entire operation took a little more than one year to complete which is about three to four years less time than normal. The job was also completed at a savings of more than \$100,000 over original estimates.

131st Civil Engineering Squadron (Operating Location, Engineering, and Services--OLES) was established in 1980 as a separate operating component of the 131st Civil Engineering Squadron located at Lambert-St. Louis International Airport. The OLES is comprised of a Prime Beef One team command, control, and engineering, and a Prime Beef Two team rapid runway repair/base recovery after attack.

In 1991, this unit conducted home station annual training and completed civil engineering projects at the Coast Guard station in St. Louis and at Jefferson Barracks ANGB.

121st Tactical Control Squadron is one of the nine units assigned to the 157th Tactical Control Group. It is a Forward Area Control Post in the Tactical Air Control System.

During FY 91, the unit deployed three times to Fort Leonard Wood, MO: in June for a Missouri state exercise entitled MULEX; in August for a 157th TCG-sponsored Operational Readiness Exercise (ORE); and in September for a Headquarters TAC Operational Readiness Inspection (ORI). The unit achieved an overall "satisfactory" rating on the ORI.

1992 promises to be even quicker paced with a counter narcotics deployment through February and March; support for the 183rd Tactical Fighter Group's ORE in May; and a deployment to Denmark to support the 183rd's NATO tactical evaluation in August. MULEX '92 is slated for the fall, and preparations/planning are underway for the unit's conversion to the state-of-the-art MCE radar equipment.

MILITARY PERSONNEL 30 JUNE 1991

	AUTHORIZED			ASSIGNED		
	OFF	AMN	TOTAL	OFF	AMN	TOTAL
Headquarters MoANG	19	12	31	17	12	29
131st Tactical Fighter Wg	158	1127	1285	1155	1028	1183
231st Civil Engineering Flt	26	15	41	25	15	40
239th Combat Commun Sq	9	172	181	9	164	173
110th Weather Flight	3	10	13	4	10	14
571st Air Force Band	1	35	36	0	36	36
157th Tactical Control Gp	44	101	145	40	93	133

121st Tactical Control Sq	10	80	90	8	76	84
131st Civil Eng Sq (OLES)	6	94	100	6	92	98
218th Engr Install Sq	10	196	206	10	183	193
139th Tactical Airlift Gp	<u>140</u>	<u>777</u>	<u>917</u>	<u>136</u>	<u>778</u>	<u>914</u>
	426	2619	3045	410	2487	2897

ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
Hq MoANG	Jefferson City	Brig Gen Hugh S. Harris, Jr.

131st Tactical Fighter Wing: All units except Cannon Range are located at Lambert-St. Louis IAP, Bridgeton, MO.

Headquarters	Brig Gen James H. Renschen
110th Tactical Fighter Sq	Lt Col Michael R. Gaan
131st Consolidated Aircraft Main Sq	Lt Col Edward Weeks
131st Mission Support Squadron	Lt Col Larrie B. Harlan
131st Security Police Flight	Maj Richard L. Rehmeier
131st Communications Flight	Capt Lura D. Lange
131st Civil Engineering Squadron	Lt Col Emil J. Tejkowski
131st Tactical Hospital	Lt Col Edith P. Mitchell
131st Resource Management Squadron	Lt Col Herman G. Macormic
131st Services Flight	Capt Edwin J. Trotter
*239th Combat Communications Sq	Lt Col Hugh H. Barton III
*110th Weather Flight	Capt Thomas W. Keel
*231st Civil Engineering Flight	Lt Col Jeffrey D. Felder
*571st Air Force Band	(vacant)
Cannon Range, Fort Leonard Wood	Maj Michael A. Steffen

* Attached to 131st Tactical Fighter Wing

157th Tactical Control Group: All units located at Jefferson Barracks, St. Louis, MO.

Headquarters	Lt Col Frederick L. Bonney
121st Tactical Control Sq (FACP)	Maj William R. Bucher
**218th Engineering Installation Sq	Lt Col Kenneth J. Exline
**131st Civil Engineering Sq (OLES)	Lt Col Roy T. VanHee

**Attached to 157th Tactical Control Group

139th Tactical Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph, MO.

Headquarters	Col Robert L. Biehunko
139th Resource Management Squadron	Lt Col Donald L. Whitehead
180th Tactical Airlift Squadron	Lt Col Donald G. Buttron
139th Civil Engineering Squadron	Lt Col George A. Laliberte

139th Mission Support Squadron	Lt Col Bruce R. Hill
139th Tactical Clinic	Col Krikor O. Partamian
139th Mission Support Flight	Capt Diane M. Powers
139th Adv Airlift Tac Train Ctr	Lt Col David F. Deterich
139th Mobile Aerial Port Flight	Maj Robert D. Couldry
139th Consolidated Airc Main Sq	Lt Col Lonnie J. Lee
139th Security Police Flight	Maj Walter L. Daffron III
139th Services Flight	Maj Dwight R. Ness

OPERATION AND MATERIAL

Pilot/Navigator (NAV) Utilization:

<u>LOCATION</u>	<u>PILOTS/NAV AUTHORIZED</u>	<u>PILOTS/NAV ASSIGNED</u>	<u>AVERAGE TOTAL TIME PER PILOT/NAV</u>	<u>AVG UNIT ASSIGNED ACFT TIME PILOT/NAV</u>
St. Joseph	47/26	49/25	3209/3805 hrs	1014/1022
St. Louis (F-15)	46/0	31/0	2216/0 hrs	548
St. Louis (C-12)	3/0	12/0	2802/0 hrs	343

Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
JP-4 (Jet)	6,524,664

Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUAN- TITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
St. Louis	F-15A	21	\$11,116,000	\$233,436,000	3400 hrs
St. Louis	F-15B	2	\$12,600,000	\$ 25,200,000	4100 hrs
St. Louis	C-12F	1	\$ 657,000	\$ 657,000	2375 hrs
St. Joseph	C-130H	8	\$18,000,000	\$144,000,000	2610 hrs
	TOTAL	32			

Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	420	\$ 28,166	\$11,829,952
Radar Sets	2	\$1,729,339	\$ 3,458,678
Communications Sets	10	\$ 800,869	\$ 8,008,698
			\$23,297,328

COMMUNITY IMPACT FY 91

Federal funds spent in Missouri in support of the Air National Guard during FY 91 are categorized as follows:

	<u>St. Louis</u>	<u>St. Joseph</u>	<u>TOTAL</u>
Pay State Security	\$ 772,335	\$ 535,988	\$ 1,308,323
Pay of Air Technicians	\$14,341,652	\$ 5,723,088	\$20,064,740
Full-Time, Military Duty Program (AGR)	\$ 3,127,080	\$ 2,839,557	\$ 5,986,637
Active Duty/IDT/UTA Incentive Program	\$ 9,309,451	\$ 7,826,955	\$17,136,406
(Reenlistment Bonuses)	\$ 48,220	\$ 26,500	\$ 74,720
Basic Training Program	\$ 158,741	\$ 80,845	\$ 239,586
National Guard Personnel Travel, Per Diem, Subsistence, Clothing, and Uniform Allowances	\$ 1,259,682	\$ 613,300	\$ 1,872,982
Service Contract (Operation and Maintenance)	\$ 1,335,730	\$ 1,421,700	\$ 2,757,430
Major and Minor Repairs	\$ 3,599,409	\$ 4,321,374	\$ 7,920,783
Miscellaneous Supplies and Services	\$ 5,916,398	\$ 1,890,100	\$ 7,806,498
Base Procured Equipment	\$ 11,844	\$ 885,300	\$ 897,144
Planning, Acquisition, and Construction	\$ 658,141	\$ 329,100	\$ 987,241
TOTALS	\$40,538,683	\$26,513,807	\$67,052,490

Six hundred eighty-nine federal civil service technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One hundred twenty-three state employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds, and provide base security and fire protection.

MISSION STATEMENTS

131st Tactical Fighter Wing: To attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Squadron: Train and administer assigned personnel and maintain equipment readiness to support the tactical air forces and to support emergency state or USAF requirements for communications or air traffic control facilities.

110th Weather Flight: Provide 24-hour per day tactical and nontactical meteorological services based upon USAF and U. S. Army

stated requirements for an Armored Cavalry Regiment (ACR) with an organic airfield, drop zone, or helipad. Provide weather support at an ACR airfield and augment forces for 24-hour weather support at an Army CONUSA.

231st Civil Engineering Flight: A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command post, battle staff operations including regional wartime construction prioritization, and crash rescue fire suppression management.

571st Air Force Band: The Band is a Missouri Air National Guard unit attached to the 131st Tactical Fighter Wing (Lindbergh's Own) located at Lambert-St. Louis International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Tactical Airlift Group: Provide the capability to deploy, redeploy, and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters 157th Tactical Control Group: Command, organize, equip, administer, and train assigned elements of a tactical air control system to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

218th Engineering Installation Squadron: To train 226 members in skills needed to engineer, install, remove, relocate, and perform serviceability certification and emergency on-site maintenance of ground communications electronics facilities. This includes a wartime commitment of 190 mobility positions organized in 33 combat teams.

131st Civil Engineering Squadron (OLES): Recruit, train, equip, and administer Prime Beef teams for worldwide deployment and employment. Ready to provide a broad spectrum of civil engineering operations and maintenance service in support of the USAF/ANG mission within 24 hours notice.

121st Tactical Control Squadron: Designed and equipped to be self-sustaining, the 10 officers and 81 enlisted personnel perform in 23 Air Force career fields, as well as numerous additional duties in order to accomplish their mission. The 121st TCS wartime mission is to deploy into the Forward Edge of the Battle

Area and provide control to aircraft performing missions of air refueling, air defense, close air support, and interdiction. The radar unit would also provide surveillance of enemy aircraft more than 150 miles away. The peacetime mission of the 121st TCS is to deploy in support of JCS, NATO, and MOANG exercises. The 121st TCS also participates in U. S. Customs and the Drug Enforcement Agency drug interdiction projects.

STATE EMERGENCY MANAGEMENT AGENCY

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950s. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislation Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

PLANS AND OPERATIONS. Both the beginning and the conclusion of FY 91 was highlighted by SEMA's participation in annual exercises for nuclear power plants. On July 25, 1990, SEMA and several other key state agencies took part in the annual exercise for Cooper Nuclear Station, Brownville, NE. Missouri participates in the Cooper exercises each year since a major incident at the plant could affect a portion of Northeast Missouri. Local officials for both Nodaway and Atchison counties participated in the July 1990 exercise, which tested reception and care facilities for potential evacuees directed to Nodaway County, as well as overall response procedures for Atchison County. A portion of Atchison County, including Rock Port, lies within the plants' 10-mile emergency planning zone (EPZ).

The Callaway Nuclear Plant at Reform scheduled its annual drill from June 4-6, 1991. Involved with SEMA were ten other state agencies, federal personnel, and local officials from the four risk counties in the 10-mile EPZ - Callaway, Osage, Montgomery, and Gasconade. The three-day exercise tested emergency procedures for the 10-mile EPZ (plume exposure pathway) on June 5, as well as the 50-mile ingestion pathway on June 6. In that portion of the exercise, 23 counties within the ingestion pathway were affected by the radiological emergency conceived in the exercise scenario. Key objectives tested in the Callaway exercise were demonstration of 24-hour staffing capabilities, radiological sample collection, and care for potential evacuees at special facilities.

Missouri substantially improved its ability to respond to a major earthquake along the New Madrid Fault as a result of several key developments in SEMA's Earthquake Program during FY 91. Major progress was made in the area of seismic disaster planning, training and exercise, public education and awareness, and mitigation activities conducted by SEMA and the Department of Public Safety. The public's interest in earthquake safety reached unprecedented new heights in the wake of a media frenzy generated by Climatologist Iben Browning's projection of a major quake on the New Madrid Fault on or about December 2-3, 1990. All members of the SEMA staff were utilized to assist in the earthquake preparedness effort to meet this great public demand during the first half of FY 91.

A top priority was a Revised Earthquake Annex, which was developed by SEMA and later tested in a statewide earthquake exercise termed "Operation Show-Me Response 90." The exercise was held on December 1-2, 1990, in conjunction with the Missouri Army and Air National Guard, as well as 27 state agencies and 47 municipalities and counties which could be affected by a New Madrid quake. In addition to the State Emergency Operations Center, four major District EOCs were activated for the exercise to assist the state in direction and control of key resources. Participating local governments made their requests for assistance through the District EOCs as part of the exercise.

Also during the year, the Federal Emergency Management Agency (FEMA) revised its Federal Response Plan for catastrophic disasters, with the assistance of the states. Four regional meetings were held with state and federal officials to revise and improve the federal plan, leading to a major state-federal exercise planned for August 1991.

TRAINING AND EXERCISE PROGRAM. The SEMA training and exercise program focuses on improving both professionalism and emergency operation capabilities in local jurisdictions throughout the state. Training courses are made available to public officials, and any professional or volunteer personnel involved in Public Safety. Exercises are conducted in local government communities to test readiness should a disaster or major emergency occur.

The core of the EMT curriculum is the Professional Development Series for Emergency Management. These courses include: Introduction to Emergency Management, Emergency Planning, Leadership and Influence, Decision Making and Problem Solving, Effective Communications, Creative Financing, Developing Volunteer Resources, and State and Local Continuity of Government.

The SEMA Training Program also offers many other courses to augment the Professional Development Series. These include courses for Earthquake Mitigation for Healthcare Facilities and Utilities, an entire series of courses on Radiological Defense, courses on Public Policy in Emergencies, and numerous workshops and public presentations.

SEMA cosponsored two conferences for the emergency management community. The second Local Emergency Planning Commission (LEPC) conference and the annual Emergency Management Conference provided vital, up-to-date information to over 500 emergency management professionals and elected officials. Missouri offered 230 courses to 6,948 individuals between July 1990 and June 1991, not including conferences or cooperative training programs such as Missouri's Hazardous Materials Training. Approximately 25 percent of the attendees were elected officials of county and city government or city managers.

A ground swell of interest in earthquakes began in late summer of 1990 and came to a peak in December. This public interest in earthquake preparedness followed on the heels of Dr. Iben Browning's projection of an earthquake occurring in December of 1990. SEMA met this massive training need by training state agency personnel, local trainers, and private sector interests on the basics of earthquake preparedness. The Training Section of SEMA developed a workshop entitled "Earthquake Awareness and Preparedness," trained state and local agencies, and filled hundreds of requests for earthquake preparedness presentations. Although no firm data is available, SEMA has record of over 70 presentations made by SEMA staff and other state agencies to over 3,000 individuals. If all of the presentations that were given by

individuals trained by SEMA were to be estimated, a figure of well over 150,000 individuals would have received earthquake preparedness training. SEMA believes that over 500,000 individuals benefitted from this training program that was designed, implemented, and completed in just three months.

FEMA Region VII is widely known for its training programs and Missouri is the cornerstone of the Region. Missouri is recognized by FEMA as one of the premier training programs. The four Region VII states comprise 4.7 percent of the nation's population, but deliver 7 percent of emergency management training. Missouri delivered 71 percent of the training in the region. That equates to Missouri delivering 4.97 percent of the emergency management training in the United States. Missouri has only 2.08 percent of the nation's population.

The Exercise Program was very active during the year. It alone accounted for 13 percent of Missouri's training output. The Exercise program conducted, evaluated, or assisted in 116 exercises with over 4,000 local government officials participating. In December of 1990 a statewide exercise called "Show-Me Response 90" was conducted with 27 state agencies participating, 50 local governments, and the Missouri National Guard actually deploying soldiers, equipment, and material. The district EOC concept was tested, as well as EOC procedures, multiple agency response, and statewide communications. This exercise was very successful in pinpointing positive and negative aspects of the State's Earthquake Response Plan. Since this exercise, SEMA has enjoyed a closer relationship with other state agencies.

The Missouri Emergency Response Commission (MERC) was granted training funds under section 305a of the Emergency Planning and Community Right-to-Know Act. The SEMA Training Section administers these grants for the MERC, and coordinates all the training activities with the Department of Natural Resources and the Division of Fire Safety. SEMA cosponsored the second annual LEPC Conference and managed the funds sub-granted to the University of Missouri's Sponsored Program Administration. UMC's training institutions for fire and law personnel delivered courses to train Missouri's first responders in hazardous material awareness, response operations, and the incident command system. SEMA's Training and Exercise programs continue to work with federal, state, and local agencies in providing quality hazardous materials incident response training.

PUBLIC INFORMATION. The Public Affairs and Information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing, and dissemination of information; photography, graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of

the emergency management concept at federal, state, and local levels. A primary vehicle in carrying out this mission is publication of the SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors, information about state and federal programs, and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

News releases are issued to address SEMA policies, or emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

Climatologist Iben Browning's prediction of a major earthquake along the New Madrid Fault on December 1-2, 1990, produced a frenzy of media and public attention on Missouri's earthquake safety and response programs throughout much of the year.

Public Affairs and other SEMA staff supporting the earthquake program took part in numerous television, radio, and newspaper interviews on earthquake preparedness. Media inquiries came from throughout the state and region, and at national and international levels as well.

On December 1-2, 1990, Public Affairs took part in SEMA's state earthquake exercise to handle media inquiries and issue emergency public information statements as part of the drill itself. A Joint Public Information Center was established by SEMA and the Department of Public Safety to brief the media on the exercise. Media tours of the state EOC were also conducted in preselected areas for exercise coverage and to provide photo/video opportunities.

While Missourians were fortunate that no quake occurred, the Browning incident created a positive impact by generating greater attention and support for earthquake preparedness efforts in Missouri and other states as well.

Annual exercises for Cooper Nuclear Station in July 1990 and the Callaway Nuclear Plant in June 1991 included emergency public information as key elements of both drills. Facilities to brief the news media on Missouri State Government operations were organized by Public Affairs for each exercise. SEMA news releases were heavily utilized in the ingestion pathway portion of the Callaway exercise to explain the impact of radiological contamination on the food chain. Public advisories were issued on consumption of milk, fruits and vegetables, fish and game, and other foods within a 50-mile radius of the plant.

RADIOLOGICAL INSTRUMENTS/MAINTENANCE & CALIBRATION. The Radiological Instruments/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for the contract year was \$75,469, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 49,000 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in public fallout shelters, emergency response facilities, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration, and repair if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,600 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. RI/M&C personnel are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL PROTECTION PROGRAM. The mission of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of nuclear radiation exposure. This includes radiation from weapons detonation, accidental or intentional, or from peacetime incidents, i.e., transportation, hospitals, research laboratories, laboratories, etc.

Such mitigation is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiological complicated emergency situations. Missouri RPP has assisted 158 local jurisdictions, city, county, or special district, to develop RADEF annexes to their Local Emergency Operations Plans, as well as special response procedures. These annexes are updated on a four year cycle.

There have been several thousand persons trained in radiological monitoring during the last 25 years. Many are no longer in the program but new personnel are trained throughout the state each year. RPP has trained RADEF Officers, radiological emergency response personnel, and Radiological Monitor Instructors (levels I, II, and III) over the years to help meet local jurisdictions' needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

Dramatic changes have occurred in the world in recent years, such as destruction of the Berlin Wall and an overall reduced threat of nuclear conflict. These, along with the economy, make it hard for some jurisdictions to justify sending personnel for advanced radiological defense training. RPP is working with local emergency response personnel to overcome these detractors.

ALL HAZARD PLANNING. Guidance and assistance are provided to state and local government agencies in the development and maintenance of emergency operation plans based on the Integrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter. During FY 91, plans were developed in 29 counties.

Surveys to identify the physical and architectural characteristics of buildings that provide protection from the effects of natural and technological hazards were continued during FY 91. Surveys were conducted in Hickory, Texas, Osage, Randolph, Boone, Ray, and Caldwell counties.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility serves daily communications needs for SEMA, the Governor's Office, Missouri National Guard armories, and other state agencies as required. The following systems provide wire line or radio communications with local and federal agencies:

- (1) FEMA National Warning System
- (2) FEMA National Voice System
- (3) FEMA National Teletypewriter System
- (4) FEMA National Radio System
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform Law Enforcement System-Teletype
- (7) Law Enforcement Point-to-Point Radio System
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) State Highway Department Radio System
- (12) Emergency Management Administrative Net
- (13) Radio Amateur Civil Emergency Service
- (14) Amateur Radio Emergency Services

- (15) Emergency Broadcast System Remote Broadcast Unit
- (16) Conservation Commission Radio System
- (17) Digital Laser Facsimile Telecopier (FAX) to transmit and receive images and printed documents by wire line or radio.
- (18) Federal Highway Administration, U.S. Department of Transportation emergency communications radio system
- (19) Civil Air Patrol radio communications capability
- (20) State HF single sideband radio network consisting of state office and ten county or city emergency management stations within Missouri with long haul voice and teletype capability
- (21) Nuclear Power Plant radio repeater system at two sites
- (22) Data communication terminals using wire line and radio transmissions
- (23) Statewide administrative emergency 45.12 mobiles used by local jurisdictions
- (24) Corps of Engineers High Frequency Single Sideband radio for river and flood stage reporting

Five communications/warning exercises were conducted in FY 91 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season. Two exercises were in nuclear power plant planning, and two were in preparation for response to a catastrophic earthquake.

A transportable satellite communications system was delivered by the vendor during FY 91. This provides Department of Public Safety agencies with a rapidly deployable satellite communications package capable of supporting multiple phone lines, a high speed data trunk, and conventional facsimile service in support of public safety/emergency management operations in areas of the state where more traditional communications facilities are inoperative or nonexistent.

MOBILE EMERGENCY OPERATIONS CENTER. SEMA maintains and operates a 14-foot step van as a mobile communications and command center. It has eight radio systems, including a VHF high band radio repeater with telephone interconnect, a low band to high band VHF repeater, and is supported by a trailer mounted emergency power generator. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the transportable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

A major benefit of this unit is the use of the 60-foot telescoping antenna tower to extend the range of the installed repeaters. SEMA field teams are able to range up to 20 miles from the communications van using hand held radios.

The Mobile Emergency Operating Center was used three times this year for training and public relations functions.

MAINTENANCE AND SERVICES. In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of state and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems, and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable preventive maintenance and repair and replacement costs of emergency communications and warning systems and EOC equipment.

Federal funding provided for this program during FY 91 was \$36,565.00

WARNING AND COMMUNICATIONS SYSTEMS. This program provides federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

Federal Funding provided for this program during FY 91 was \$65,521.00

EMERGENCY OPERATING CENTERS. Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protect property, and restore government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds to eligible subdivisions for allowable costs such as architect/engineer fees for design, life support systems, communications equipment for direction and control, electromagnetic pulse protection, and display equipment for operations room.

The phase II application for the new State Emergency Operations Center was completed and accepted by the Federal Emergency Management Agency. Construction started late FY 91.

BUDGET. SEMA was appropriated \$604,907.00 from state general revenue funds for fiscal period July 1, 1990 through June 30, 1991. These funds are used for state operating costs, as well as match monies for Federal Emergency Management Assistance programs.

	General Revenue	Federal Funds	Total
Personal Services	\$426,383.00	\$ 931,618.00	\$1,358,001.00
Expense & Equipment	178,524.00	297,241.00	475,765.00
	\$604,907.00	\$1,228,859.00	\$1,833,766.00

Total funds disbursed by this agency during the 1991 fiscal year July 1, 1990 through June 30, 1991, in support of various programs: \$9,145,492.00.

OFFICE OF AIR SEARCH AND RESCUE

Created by the Missouri Legislature in 1979, this office is within the military division of the executive department, Office of the Adjutant General. The ex officio head of the office is the Missouri Wing Commander of the Civil Air Patrol. The purpose of this office is to perform aerial and ground search and rescue, and disaster relief operations utilizing the personnel of the Missouri Wing Civil Air Patrol (CAP).

Missouri Wing CAP consists of approximately 900 volunteers, of which 540 are senior members and 360 are cadets, assigned to 32 units throughout the state. Missions performed include:

Search and Rescue

- Locating missing and overdue aircraft
- Locating missing personnel

Disaster Preparedness

- Establishing communications
- Aerial damage assessment
- Aerial transport of supplies, equipment, dog teams, etc.
- Assistance to American Red Cross
- Assistance to Salvation Army

Drug Interdiction Program

- Support to Drug Enforcement Agency
- Support to U.S. Customs
- Support to U.S. Forestry Service

Search and Rescue missions are originated through the Air Force Rescue & Recovery Service at Scott AFB, Illinois, or through local sheriffs or other authorized officials.

Disaster Relief missions are originated by Air Force National Security Emergency Preparedness, Federal and State Emergency Management Agencies, and various counties through Memorandums of Understanding. National agreements are also in effect with the American Red Cross and Salvation Army.

Drug interdiction missions are authorized directly by the agencies involved.

In addition to actual missions, training exercises are held at the local and statewide level. Community exercises are held with SEMA annually.

Resource capability includes the following:

Aircraft:

- 4 CAP owned Cessna C172 IFR certified
- 1 CAP owned Cessna 182, Retractable, IFR certified
- 1 CAP owned Cessna 182, fixed gear, skylane, IFR certified
- 61 member owned aircraft, single and multi-engined, located throughout the state. Majority of these aircraft are radio equipped, Loran C, are DF capable, and many aircraft/crews are IFR certified. These aircraft can be rapidly dispatched to multiple mission sites.

Communications:

- 84 HF land stations, fixed and mobile
- 255 VHF FM stations, fixed and mobile
- 240 Stations operating on USAF authorized frequencies
- 6 Fixed station VHF FM voice repeaters located in St. Louis, Kansas City, Jefferson City, Springfield, Sedalia, and Kirksville
- 11 Fixed VHF-FM digital repeaters
- 3 Mobile VHF-FM repeaters capable of airborne operation
- 18 Direction Finding Units, hand held, for ELT search
- 11 Portable generators

Vehicles:

- 18 Corporate owned vehicles located throughout the state
- 110+ Member owned vehicles, ranging from sedans to 4-wheel drives

Most corporate and private vehicles have VHF radio capability.

Personnel:

- Flight Crews - 233 licensed pilots/46 flight crews
- Ground Teams - 26 teams

OASR Activity Summary FY 92

ELT missions	28
Downed Aircraft Searches	0
Hours Flown	561.5
Sorties	164
Aircraft Used	120
Vehicles Used	115
Personnel Used	1,502
Man-Hours Volunteered	23,104
Objectives Found	22
Total Savings to Missouri	\$96,010
Total Savings in Aircraft Hours	\$21,396

Total savings to Missouri at nominal expense rates \$205,165

COMMUNITY ECONOMIC IMPACT FOR FY 91

CITY	TOTAL STATE EXPENDITURES	TOTAL FEDERAL OM PA MC	ANNUAL ECONOMIC IMPACT
ALBANY	\$23,284	\$715,326	\$738,610
ANDERSON	\$14,482	\$510,218	\$524,700
AURORA	\$42,647	\$1,339,785	\$1,382,432
BERNIE	\$10,848	\$404,950	\$415,798
BOONVILLE	\$31,459	\$478,334	\$509,793
CAPE GIRARDEAU	\$35,655	\$2,659,712	\$2,695,367
CARROLLTON	\$14,699	\$418,342	\$433,041
CARTHAGE	\$30,627	\$1,011,326	\$1,041,953
CARUTHERSVILLE	\$9,112	\$299,837	\$308,949
CHARLESTON	\$10,540	\$416,886	\$427,426
CHILLICOTHE	\$27,482	\$673,277	\$700,759
CLINTON	\$18,102	\$1,005,397	\$1,023,499
COLUMBIA	\$38,188	\$1,245,148	\$1,283,336
DESOTO	\$18,280	\$644,082	\$662,362
DEXTER	\$22,197	\$713,895	\$736,092
DONIPHAN	\$8,094	\$244,217	\$252,311
ELDON	\$12,530	\$373,927	\$386,457
FARMINGTON	\$14,542	\$926,459	\$941,001
FESTUS	\$125,692	\$1,728,461	\$1,854,153
FT LEONARD WOOD	0	\$118,540	\$118,540
FREDERICKTOWN	\$11,687	\$343,296	\$354,983
FULTON	\$26,898	\$797,234	\$824,132
HANNIBAL	\$31,379	\$1,345,533	\$1,376,912
HARRISONVILLE	\$8,681	\$960,413	\$969,094
HOUSTON	\$31,368	\$346,458	\$377,826
INDEPENDENCE	\$16,908	\$800,436	\$817,344
JACKSON	\$30,030	\$591,501	\$621,531
JEFFERSON CITY	\$2,044,980	\$21,585,088	\$23,630,068
JOPLIN	\$32,550	\$1,464,863	\$1,497,413
KANSAS CITY	\$215,408	\$6,985,735	\$7,201,143
KENNETT	\$8,854	\$562,842	\$571,696
KIRKSVILLE	\$20,559	\$669,185	\$689,744
LAMAR	\$10,853	\$482,051	\$492,904
LEBANON	\$13,907	\$694,670	\$708,577
LEXINGTON	\$34,335	\$2,111,282	\$2,145,617
MACON	\$15,803	\$918,915	\$934,718
MARSHALL	\$13,247	\$922,938	\$936,185
MARYVILLE	\$27,046	\$1,083,518	\$1,110,564
MEXICO	\$22,971	\$785,790	\$808,761
MOBERLY	\$20,475	\$882,790	\$903,265
MONETT	\$138,047	848,649	\$986,696
MTN GROVE	\$15,503	\$777,113	\$792,616
NEOSHO	\$29,382	\$708,647	\$738,029
NEVADA	\$23,705	\$1,880,180	\$1,903,885
OSAGE BEACH	\$7,494	\$320,893	\$328,387
PERRYVILLE	\$12,680	\$592,818	\$605,498

COMMUNITY ECONOMIC IMPACT (CONT)

CITY	STATE TOTAL EXPENDITURES	TOTAL FEDERAL OM PA MC	ANNUAL ECONOMIC IMPACT
PIERCE CITY	\$6,241	\$491,922	\$498,163
PLEASANT HILL	0	\$124,716	\$124,716
POPLAR BLUFF	\$21,597	\$1,986,856	\$2,008,453
PORTAGEVILLE	\$13,102	\$443,003	\$456,105
RAYTOWN	0	\$324,600	\$324,600
RICHMOND	\$19,413	\$527,936	\$547,349
ROLLA	\$77,591	\$1,213,376	\$1,290,967
ST CLAIR	\$21,241	\$1,256,369	\$1,277,610
ST JOSEPH	\$180,162	\$26,803,383	\$26,983,545
ST LOUIS	\$704,503	\$46,075,672	\$46,780,175
SALEM	\$16,346	\$557,900	\$574,246
SAVANAH	\$5,400	\$274,896	\$280,296
SEDALIA	\$15,978	\$824,450	\$840,428
SIKESTON	\$10,833	\$556,200	\$567,033
SPRINGFIELD	\$68,524	\$8,808,762	\$8,877,286
TRENTON	\$27,276	\$469,090	\$496,366
WARRENSBURG	\$15,395	\$2,672,000	\$2,687,395
WARRENTON	\$13,423	\$806,942	\$820,365
WEBB CITY	\$11,236	\$420,800	\$432,036
WELDON SPRINGS	\$7,355	0	\$7,355
WENTZVILLE	\$14,422	\$650,505	\$664,927
WEST PLAINS	\$15,622	\$491,139	\$506,761
WHITEMAN	\$74,643	\$1,604,501	\$1,679,144
TOTALS	\$4,713,513	\$162,775,975	\$167,489,488

NUMBERS OF NATIONAL GUARDSMEN BY COMMUNITY FOR FY 91

CITY	NUMBER OF GUARDSMEN (SEP 91)	FULLTIME FEDERAL EMPLOYEES AGR/TECH	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES
ALBANY	92	2/1	0.5	3.5
ANDERSON	69	2/1	0.5	3.5
AURORA	171	5/2	0.5	7.5
BERNIE	49	1/2	0.5	3.5
BOONVILLE	68	2/0	0.5	2.5
CAPE GIRARDEAU	243	14/22	1.0	37.0
CARROLLTON	52	3/0	0.5	3.5
CARTHAGE	133	4/1	0.4	5.4
CARUTHERSVILLE	46	1/1	0.5	2.5
CHARLESTON	52	3/0	0.4	3.4
CHILLICOTHE	88	3/0	0.5	3.5
CLINTON	135	5/0	0.5	5.5
COLUMBIA	133	9/3	0.5	12.5
DESOTO	88	2/0	0.5	2.5
DEXTER	125	2/0	0.4	2.4
DONIPHAN	37	1/1	0.5	2.5
ELDON	42	4/0	0.5	4.5
FARMINGTON	129	3/1	0.5	4.5
FESTUS	197	4/4	1.0	9.0
FT LEONARD WOOD	0	9/0	0.0	9.0
FREDERICKTOWN	44	1/1	0.5	2.5
FULTON	66	8/4	1.0	13.0
HANNIBAL	184	5/1	0.5	6.5
HARRISONVILLE	164	3/1	0.5	4.5
HOUSTON	40	3/0	0.5	3.5
INDEPENDENCE	98	5/0	0.5	5.5
JACKSON	80	2/0	0.3	2.3
JEFFERSON CITY	1239	146/353	80.0	579.0
JOPLIN	151	9/5	.75	14.75
KANSAS CITY	855	40/10	5.0	55.0
KENNETT	68	5/0	0.5	5.5
KIRKSVILLE	83	4/0	0.5	4.5
LAMAR	67	1/1	0.5	2.5
LEBANON	93	2/0	0.5	2.5
LEXINGTON	243	17/1	1.0	19.0
MACON	128	3/1	0.5	4.5
MARSHALL	97	2/9	0.5	11.5
MARYVILLE	103	9/3	0.6	12.6
MEXICO	65	3/10	0.5	13.5
MOBERLY	127	3/0	0.5	3.5
MONETT	92	2/0	0.75	2.75
MTN GROVE	68	8/3	0.5	11.5
NEOSHO	58	2/12	0.3	14.3
NEVADA	179	8/16	14.7	38.7
OSAGE BEACH	42	2/0	0.5	2.5

NUMBERS OF NATIONAL GUARDSMEN (CONT)

CITY	NUMBER OF GUARDSMEN (SEP 91)	FULLTIME FEDERAL EMPLOYEES AGR/TECH	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES
PERRYVILLE	73	4/0	0.5	4.5
PIERCE CITY	65	1/1	0.3	2.3
PLEASANT HILL	0	0/4	0.0	4.0
POPLAR BLUFF	212	14/9	0.5	23.5
PORTAGEVILLE	62	1/1	0.3	2.3
RAYTOWN	0	0/11	0.0	11.0
RICHMOND	61	3/1	0.4	4.4
ROLLA	140	4/8	0.0	12.0
ST CLAIR	148	10/2	0.5	12.5
ST JOSEPH	1101	86/171	61.0	318.0
ST LOUIS	2688	106/365	65.0	536.0
SALEM	76	2/1	0.5	3.5
SAVANAH	34	2/0	0.4	2.4
SEDALIA	129	9/3	0.5	12.5
SIKESTON	71	3/0	0.5	3.5
SPRINGFIELD	657	54/116	9.0	179.0
TRENTON	41	3/5	0.7	8.7
WARRENSBURG	288	17/0	0.5	17.5
WARRENTON	129	2/0	0.5	2.5
WEBB CITY	59	1/0	0.5	1.5
WENTZVILLE	89	4/0	0.2	4.2
WEST PLAINS	72	3/0	0.4	3.4
WHITEMAN	0	1/48	1.0	50.0
TOTALS	12578	702/1216	265.3	2183.3

PAY BY COMMUNITY FOR FY 91

CITY	STATE PAY (PRO RATA) (FY91)	TOTAL FED PAY (PRO RATA) (FY91)	TOTAL PAY STATE & FED (PRO RATA) (FY91)
ALBANY	\$4,486	\$370,786	\$375,272
ANDERSON	\$3,413	\$251,813	\$255,226
AURORA	\$4,486	\$699,390	\$703,876
BERNIE	\$4,450	\$221,445	\$225,895
BOONVILLE	\$3,596	\$223,674	\$227,270
CAPE GIRARDEAU	\$11,460	\$1,749,677	\$1,761,137
CARROLLTON	\$4,486	\$223,602	\$228,088
CARTHAGE	\$3,204	\$513,241	\$516,445
CARUTHERSVILLE	\$3,230	\$127,567	\$130,797
CHARLESTON	\$3,044	\$222,146	\$225,190
CHILLICOTHE	\$4,486	\$343,717	\$348,203
CLINTON	\$4,753	\$499,822	\$504,575
COLUMBIA	\$4,486	\$755,063	\$759,549
DESOTO	\$4,486	\$314,522	\$319,008
DEXTER	\$2,353	\$245,770	\$248,123
DONIPHAN	\$2,871	\$105,652	\$108,523
ELDON	\$4,486	\$216,637	\$221,123
FARMINGTON	\$4,486	\$443,354	\$447,840
FESTUS	\$7,814	\$708,483	\$716,297
FT LEONARD WOOD	0	\$118,540	\$118,540
FREDERICKTOWN	\$4,486	\$178,516	\$183,002
FULTON	\$11,460	\$550,064	\$561,524
HANNIBAL	\$4,486	\$656,453	\$660,939
HARRISONVILLE	\$1,709	\$346,233	\$347,942
HOUSTON	\$4,486	\$196,658	\$201,144
INDEPENDENCE	\$4,486	\$433,426	\$437,912
JACKSON	\$2,465	\$291,066	\$293,531
JEFFERSON CITY	\$1,180,830	\$16,008,504	\$17,189,334
JOPLIN	\$9,734	\$899,368	\$909,102
KANSAS CITY	\$102,495	\$3,783,760	\$3,886,255
KENNETT	\$3,297	\$308,182	\$311,479
KIRKSVILLE	\$3,738	\$358,350	\$362,088
LAMAR	\$4,486	\$231,136	\$235,622
LEBANON	\$4,486	\$346,385	\$350,871
LEXINGTON	\$8,864	\$1,201,247	\$1,210,111
MACON	\$4,486	\$439,555	\$444,041
MARSHALL	\$4,486	\$559,673	\$564,159
MARYVILLE	\$5,233	\$697,783	\$703,016
MEXICO	\$4,486	\$542,365	\$546,851
MOBERLY	\$4,859	\$407,175	\$412,034
MONETT	\$6,203	\$336,213	\$342,416
MTN GROVE	\$4,859	\$522,453	\$527,312
NEOSHO	\$2,510	\$489,297	\$491,807
NEVADA	\$5,554	\$1,189,781	\$1,195,335
OSAGE BEACH	\$3,364	\$163,603	\$166,967

PAY BY COMMUNITY (CONT)

CITY	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA) (FY91)	TOTAL PAY STATE & FED (PRO RATA) (FY91)
PERRYVILLE	\$4,486	\$319,433	\$323,919
PIERCE CITY	\$2,510	\$248,497	\$251,007
PLEASANT HILL	0	\$124,716	\$124,716
POPLAR BLUFF	\$4,486	\$1,192,916	\$1,197,402
PORTAGEVILLE	\$4,486	\$210,813	\$215,299
RAYTOWN	0	\$324,600	\$324,600
RICHMOND	\$3,204	\$299,491	\$302,695
ROLLA	0	\$689,076	\$689,076
ST CLAIR	\$4,112	\$702,109	\$706,221
ST JOSEPH	\$89,878	\$18,029,664	\$18,119,542
ST LOUIS	\$276,993	\$31,751,562	\$32,028,555
SALEM	\$4,486	\$273,280	\$277,766
SAVANAH	\$3,204	\$147,566	\$150,770
SEDALIA	\$4,486	\$341,345	\$345,831
SIKESTON	\$2,510	\$290,305	\$292,815
SPRINGFIELD	\$16,986	\$6,347,938	\$6,364,924
TRENTON	\$6,564	\$315,545	\$322,109
WARRENSBURG	\$4,392	\$1,593,440	\$1,597,832
WARRENTON	\$3,791	\$323,837	\$327,628
WEBB CITY	\$4,486	\$199,845	\$204,331
WENTZVILLE	\$1,629	\$317,200	\$318,829
WEST PLAINS	\$2,083	\$221,499	\$223,582
WHITEMAN	0	\$1,589,963	\$1,589,963
TOTALS	\$1,928,396	\$105,346,787	\$107,275,183

CAPITAL EXPENDITURES FY 91 BY COMMUNITY

CITY	FEDERAL CONST MC	STATE CAPITAL IMPROVEMENT
ALBANY		\$11,070.82
ANDERSON		\$5,655.58
AURORA		\$27,651.16
BOONVILLE		\$18,211.60
CARTHAGE		\$13,705.38
CHILLICOTHE		\$8,824.18
CLINTON		\$455.00
COLUMBIA		\$24,798.04
DEXTER		\$10,841.41
FESTUS	\$282,213.36	\$91,081.32
HANNIBAL		\$8,323.81
JACKSON	\$835.80	\$21,688.69
JEFFERSON BARRACKS		\$98,357.47
JEFFERSON CITY	\$936,529.51	\$398,106.50
JOPLIN		\$3,721.50
KANSAS CITY		\$4,187.34
KIRKSVILLE		\$2,169.00
LAMAR		\$2,009.00
MARYVILLE		\$9,333.73
MEXICO		\$5,942.00
MONETT	\$167,895.68	\$123,176.92
NEOSHO	\$2,140.13	\$22,922.06
NEVADA	\$20,044.88	\$2,207.13
RICHMOND		\$7,887.48
ROLLA		\$43,343.28
SPRINGFIELD	\$359.52	\$19,873.53
ST CLAIR		\$4,237.07
ST JOSEPH	\$4,650,474.00	
ST LOUIS	\$4,257,550.00	
WELDON SPRINGS		\$7,354.56
WEST PLAINS		\$4,635.00
WHITEMAN	\$14,538.00	\$74,642.92
TOTALS	\$10,332,580.80	\$1,076,413.48

POLITICAL DIVISIONS BY COMMUNITY FOR FY 91

CITY	COUNTY	CONGRESSIONAL DISTRICT	SENATE DISTRICT	LEGISLATIVE DISTRICT
ALBANY	GENTRY	6	12	4
ANDERSON	MCDONALD	7	29	131
AURORA	LAWRENCE	7	29	130
BERNIE	STODDARD	8	25	156
BOONVILLE	COOPER	6	21	115
CAPE GIRARDEAU	CAPE GIRAR	8	27	159
CARROLLTON	CARROLL	6	28	28
CARTHAGE	JASPER	7	32	126
CARUTHERSVILLE	PEMISCOT	8	25	162
CENTERTOWN	COLE	4	6	115
CHARLESTON	MISSISSIPP	8	27	160
CHILLICOTHE	LIVINGSTON	6	27	11
CLINTON	HENRY	4	31	119
COLUMBIA	BOONE	9	19	25
DESOTO	JEFFERSON	3	22	105
DEXTER	STODDARD	8	25	156
DONIPHAN	RIPLEY	8	25	154
ELDON	MILLER	4	6	113
FARMINGTON	ST FRANCIO	8	20	153
FESTUS	JEFFERSON	3	22	106
FT LEONARD WOOD	PULASKI	4	6	142
FREDERICKTOWN	MADISON	8	20	153
FULTON	CALLAWAY	9	19	23
HANNIBAL	MARION	9	18	13
HARRISONVILLE	CASS	4	31	123
HOUSTON	TEXAS	4	16	145
INDEPENDENCE	JACKSON	5	8	53
JACKSON	CAPE GIRAR	8	27	158
JEFFERSON CITY	COLE	4	6	112
JOPLIN	JASPER	7	32	128
KANSAS CITY	JACKSON	5	9	44
KENNETT	DUNKLIN	8	25	163
KIRKSVILLE	ADAIR	9	28	2
LAMAR	BARTON	4	32	124
LEBANON	LACLEDE	4	33	142
LEXINGTON	LAFAYETTE	4	21	121
MACON	MACON	9	28	12
MARSHALL	SALINE	6	21	116
MARYVILLE	NODAWAY	6	12	5
MEXICO	AUDRAIN	9	18	15
MOBERLY	RANDOLPH	9	18	27
MONETT	BARRY	7	29	130
MTN GROVE	WRIGHT	7	16	146
NEOSHO	NEWTON	7	32	129
NEVADA	VERNON	4	31	124
OSAGE BEACH	MILLER	4	6	113
PERRYVILLE	PERRY	8	20	152

POLITICAL DIVISIONS BY COMMUNITY FOR FY 91 (CONT)

CITY	COUNTY	CONGRESSIONAL DISTRICT	SENATE DISTRICT	LEGISLATIVE DISTRICT
PIERCE CITY	LAWRENCE	7	29	130
PLEASANT HILL	CASS	4	31	123
POPLAR BLUFF	BUTLER	8	25	155
PORTAGEVILLE	NEW MADRID	8	27	161
RAYTOWN	JACKSON	5	8	49
RICHMOND	RAY	6	12	28
ROLLA	PHELPS	8	16	144
ST CLAIR	FRANKLIN	9	23	118
ST JOSEPH	BUCHANAN	6	34	7
ST LOUIS	ST LOUIS	1	1	101
SALEM	DENT	8	16	149
SAVANAH	ANDREW	6	34	6
SEDALIA	PETTIS	4	21	117
SIKESTON	STODDARD	8	27	157
SPRINGFIELD	GREENE	7	30	138
TRENTON	GRUNDY	6	28	3
WARRENSBURG	JOHNSON	4	31	121
WARRENTON	WARREN	9	23	22
WEBB CITY	JASPER	7	32	127
WELDON SPRINGS	ST CHARLES	9	2	21
WENTZVILLE	ST CHARLES	9	2	21
WEST PLAINS	HOWELL	8	16	147
WHITEMAN	JOHNSON	4	31	120

FY 91 ECONOMIC IMPACT BY U.S. CONGRESSIONAL DISTRICT

CONGRESSIONAL DISTRICT	TOTAL STATE EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
1	0	0	0
2	\$248,180	\$25,462,116	\$25,710,296
3	\$600,294	\$22,619,089	\$23,219,383
4	\$2,311,971	\$35,471,576	\$37,783,547
5	\$232,316	\$8,110,771	\$8,343,087
6	\$369,468	\$32,367,040	\$32,736,508
7	\$389,240	\$16,382,085	\$16,771,325
8	\$329,330	\$13,004,887	\$13,334,217
9	\$232,714	\$9,358,411	\$9,591,125
TOTALS	\$4,713,513	\$162,775,975	\$167,489,488

NUMBER OF EMPLOYEES BY U.S. CONGRESSIONAL DISTRICT FY 91

CONGRESSIONAL DISTRICT	NUMBER OF GUARDSMEN (SEP 91)	FULLTIME FEDERAL EMPLOYEES AGR/TECH	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES
1	0	0	0	0
2	1446	62/288	53.0	403.0
3	1527	50/81	13.5	144.5
4	2661	227/427	101.2	755.2
5	953	45/21	5.5	71.5
6	1737	115/190	65.6	370.6
7	1523	88/141	13.5	242.5
8	1579	64/47	7.8	118.8
9	1152	51/21	5.1	77.2
TOTALS	12578	702/1216	265.3	2183.3

NATIONAL GUARD PAY BY U.S. CONGRESSIONAL DISTRICT FY 91

CONGRESSIONAL DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA) (FY91)	TOTAL PAY STATE & FED (PRO RATA) (FY91)
1	0	0	0
2	\$117,050	\$19,868,836	\$19,985,886
3	\$172,243	\$12,905,731	\$13,077,974
4	\$1,231,896	\$24,168,010	\$25,399,906
5	\$106,981	\$4,541,786	\$4,648,767
6	\$129,623	\$21,211,501	\$21,341,124
7	\$58,391	\$10,508,055	\$10,566,446
8	\$64,679	\$7,090,697	\$7,155,376
9	\$47,533	\$5,052,171	\$5,099,704
TOTAL	\$1,928,396	\$105,346,787	\$107,275,183

FY 91 ECONOMIC IMPACT BY STATE SENATORIAL DISTRICT

SENATE DISTRICT	STATE TOTAL EXPENDITURES	TOTAL FEDERAL OM PA MC	ANNUAL ECONOMIC IMPACT
1	\$704,503	\$46,075,672	\$46,780,175
2	\$21,777	\$650,505	\$672,282
6	\$2,065,004	\$22,398,448	\$24,463,452
8	\$16,908	\$1,125,036	\$1,141,944
9	\$215,408	\$6,985,735	\$7,201,143
12	\$69,743	\$2,326,780	\$2,396,523
16	\$156,430	\$3,385,986	\$3,542,416
18	\$74,825	\$3,014,113	\$3,088,938
19	\$65,086	\$2,042,382	\$2,107,468
20	\$38,909	\$1,862,573	\$1,901,482
21	\$95,019	\$4,337,004	\$4,432,023
22	\$143,972	\$2,372,543	\$2,516,515
23	\$34,664	\$2,063,311	\$2,097,975
25	\$80,702	\$4,212,597	\$4,293,299
27	\$127,642	\$5,340,579	\$5,468,221
28	\$78,337	\$2,475,532	\$2,553,869
29	\$201,417	\$3,190,574	\$3,391,991
30	\$68,524	\$8,808,762	\$8,877,286
31	\$140,526	\$8,247,207	\$8,387,733
32	\$114,648	\$4,087,687	\$4,202,335
33	\$13,907	\$694,670	\$708,577
34	\$185,562	\$27,078,279	\$27,263,841
TOTALS	\$4,713,513	\$162,775,975	\$167,489,488

NUMBER OF EMPLOYEES BY STATE SENATORIAL DISTRICT FY 91

SENATE DISTRICT	NUMBER OF GUARDSMEN (SEP 91)	FULLTIME FEDERAL EMPLOYEES AGR/TECH	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES
1	2688	106/365	65.0	536
2	89	4/0	0.2	4.2
6	1323	161/353	81.0	595.0
8	98	5/11	0.5	16.5
9	855	40/10	5.0	55.0
12	256	14/5	1.5	20.5
16	396	20/12	1.9	33.9
18	376	11/11	1.5	23.5
19	199	17/7	1.5	25.5
20	246	8/2	1.5	11.5
21	537	30/13	2.5	45.5
22	285	6/4	1.5	11.5
23	277	12/2	1.0	15.0
25	537	24/13	2.9	39.9
27	596	26/23	3.0	52.0
28	304	13/6	2.2	21.2
29	397	10/4	2.05	16.05
30	657	54/116	9.0	179.0
31	766	34/69	17.3	120.2
32	468	17/19	2.45	38.45
33	93	2/0	0.5	2.5
34	1135	88/171	61.4	320.4
TOTALS	12578	702/1216	265.30	2183.3

PAY BY STATE SENATORIAL DISTRICT FY 91

STATE SENATE DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA)	TOTAL PAY STATE & FED (PRO RATA)
1	\$276,993	\$31,751,562	\$32,028,555
2	\$1,629	\$317,200	\$318,829
6	\$1,188,680	\$16,507,284	\$17,695,964
8	\$4,486	\$758,026	\$762,512
9	\$102,495	\$3,783,760	\$3,886,255
12	\$12,923	\$1,368,060	\$1,380,983
16	\$15,914	\$1,902,966	\$1,918,880
18	\$13,831	\$1,605,993	\$1,619,824
19	\$15,946	\$1,305,127	\$1,321,073
20	\$13,458	\$941,303	\$954,761
21	\$21,432	\$2,325,939	\$2,347,371
22	\$12,300	\$1,023,005	\$1,035,305
23	\$7,903	\$1,025,946	\$1,033,849
25	\$20,687	\$2,201,532	\$2,222,219
27	\$28,451	\$3,107,724	\$3,136,175
28	\$19,274	\$1,337,052	\$1,356,326
29	\$16,612	\$1,535,913	\$1,552,525
30	\$16,986	\$6,347,938	\$6,364,924
31	\$16,408	\$5,343,955	\$5,360,363
32	\$24,420	\$2,332,887	\$2,357,307
33	\$4,486	\$346,385	\$350,871
34	\$93,082	\$18,177,230	\$18,270,312
TOTALS	\$1,928,396	\$105,346,787	\$107,275,183

FY 91 ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT

LEGISLATIVE DISTRICT	STATE TOTAL EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
2	\$20,559	\$669,185	\$689,744
3	\$27,276	\$469,090	\$496,366
4	\$23,284	\$715,326	\$738,610
5	\$27,046	\$1,083,518	\$1,110,564
6	\$5,400	\$274,896	\$280,296
7	\$180,162	\$26,803,383	\$26,983,545
11	\$27,482	\$673,277	\$700,759
12	\$15,803	\$918,915	\$934,718
13	\$31,379	\$1,345,533	\$1,376,912
15	\$22,971	\$785,790	\$808,761
21	\$21,777	\$650,505	\$672,282
22	\$13,423	\$806,942	\$820,365
23	\$26,898	\$797,234	\$824,132
25	\$38,188	\$1,245,148	\$1,283,336
27	\$20,475	\$882,790	\$903,265
28	\$34,112	\$946,278	\$980,390
44	\$215,408	\$6,985,735	\$7,201,143
49	\$0	\$324,600	\$324,600
53	\$16,908	\$800,436	\$817,344
101	\$704,503	\$46,075,672	\$46,780,175
105	\$18,280	\$644,082	\$662,362
106	\$125,692	\$1,728,461	\$1,854,153
112	\$2,044,980	\$21,585,088	\$23,630,068
113	\$20,024	\$694,820	\$714,844
115	\$31,459	\$478,334	\$509,793
116	\$13,247	\$922,938	\$936,185
117	\$15,978	\$824,450	\$840,428
118	\$21,241	\$1,256,369	\$1,277,610
119	\$18,102	\$1,005,397	\$1,023,499
120	\$74,643	\$1,604,501	\$1,679,144
121	\$49,730	\$4,783,282	\$4,833,012
123	\$8,681	\$1,085,129	\$1,093,810
124	\$34,558	\$2,362,231	\$2,396,789
126	\$30,627	\$1,011,326	\$1,041,953
127	\$11,236	\$420,800	\$432,036
128	\$32,550	\$1,464,863	\$1,497,413
129	\$29,382	\$708,647	\$738,029
130	\$186,935	\$2,680,356	\$2,867,291
131	\$14,482	\$510,218	\$524,700
138	\$68,524	\$8,808,762	\$8,877,286
142	\$13,907	\$813,210	\$827,117
144	\$77,591	\$1,213,376	\$1,290,967
145	\$31,368	\$346,458	\$377,826
146	\$15,503	\$777,113	\$792,616
147	\$15,622	\$491,139	\$506,761

FY 91 ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT (CONT)

LEGISLATIVE DISTRICT	STATE TOTAL EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
149	\$16,346	\$557,900	\$574,246
152	\$12,680	\$592,818	\$605,498
153	\$26,229	\$1,269,755	\$1,295,984
154	\$8,094	\$244,217	\$252,311
155	\$21,597	\$1,986,856	\$2,008,453
156	\$33,045	\$1,118,845	\$1,151,890
157	\$10,833	\$556,200	\$567,033
158	\$30,030	\$591,501	\$621,531
159	\$35,655	\$2,659,712	\$2,695,367
160	\$10,540	\$416,886	\$427,426
161	\$13,102	\$443,003	\$456,105
162	\$9,112	\$299,837	\$308,949
163	\$8,854	\$562,842	\$571,696
TOTALS	\$4,713,513	\$162,775,975	\$167,489,488

NUMBER OF EMPLOYEES BY STATE LEGISLATIVE DISTRICT FY91

LEGISLATIVE DISTRICT	NUMBER OF GUARDSMEN (SEP 91)	FULLTIME FEDERAL EMPLOYEES AGR/TECH	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES
2	83	4/0	0.5	4.5
3	41	3/5	0.7	8.7
4	92	2/1	0.5	3.5
5	103	9/3	0.6	12.6
6	34	2/0	0.4	2.4
7	1101	86/171	61.0	318.0
11	88	3/0	0.5	3.5
12	128	3/1	0.5	4.5
13	184	5/1	0.5	6.5
15	65	3/10	0.5	13.5
21	89	4/0	0.2	4.2
22	129	2/0	0.5	2.5
23	66	8/4	1.0	13.0
25	133	9/3	0.5	12.5
27	127	3/0	0.5	3.5
28	113	6/1	0.9	7.9
44	855	40/10	5.0	55.0
49	0	0/11	0.0	11.0
53	98	5/0	0.5	5.5
101	2688	106/365	65.0	536.0
105	84	2/0	0.5	2.5
106	197	4/4	1.0	9.0
112	1239	146/353	80.0	579.0
113	84	6/0	1.0	7.0
115	68	2/0	0.5	2.5
116	97	2/9	0.5	11.5
117	129	9/3	0.5	12.5
118	148	10/2	0.5	12.5
119	135	5/0	0.5	5.5
120	0	1/48	1.0	50.0
121	531	34/1	1.5	36.5
123	164	3/5	0.5	8.5
124	246	9/17	15.2	41.2
126	133	4/1	0.4	5.4
127	59	1/0	0.5	1.5
128	151	9/5	.75	14.75
129	58	2/12	0.3	14.3
130	328	8/3	1.55	12.55
131	69	2/1	0.5	3.5
138	657	54/116	9.0	179.0
142	93	11/0	0.5	11.5
144	140	4/8	0.0	12.0
145	40	3/0	0.5	3.5
146	68	8/3	0.5	11.5
147	72	3/0	0.4	3.4

NUMBER OF EMPLOYEES BY STATE LEGISLATIVE DISTRICT (CONT)

LEGISLATIVE DISTRICT	NUMBER OF GUARDSMEN (SEP 91)	FULLTIME FEDERAL EMPLOYEES AGR/TECH	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES
149	76	2/1	0.5	3.5
152	73	4/0	0.5	4.5
153	173	4/2	1.0	7.0
154	37	1/1	0.5	2.5
155	212	14/9	0.5	23.5
156	174	3/2	0.9	5.9
157	71	3/0	0.5	3.5
158	80	2/0	0.3	2.3
159	243	14/22	1.0	37.0
160	52	3/0	0.4	3.4
161	62	1/1	0.3	2.3
162	46	1/1	0.5	2.5
163	68	5/0	0.5	5.5
TOTALS	12578	702/1216	265.3	2183.3

PAY BY STATE LEGISLATIVE DISTRICT FY 91

LEGISLATIVE DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA)	TOTAL PAY STATE & FED (PRO RATA)
2	\$3,738	\$358,350	\$362,088
3	\$6,564	\$315,545	\$322,109
4	\$4,486	\$370,786	\$375,272
5	\$5,233	\$697,783	\$703,016
6	\$3,204	\$147,566	\$150,770
7	\$89,878	\$18,029,664	\$18,119,542
11	\$4,486	\$343,717	\$348,203
12	\$4,486	\$439,555	\$444,041
13	\$4,486	\$656,453	\$660,939
15	\$4,486	\$542,365	\$546,851
21	\$1,629	\$317,200	\$318,829
22	\$3,791	\$323,837	\$327,628
23	\$11,460	\$550,064	\$561,524
25	\$4,486	\$755,063	\$759,549
27	\$4,859	\$407,175	\$412,034
28	\$7,690	\$523,093	\$530,783
44	\$102,495	\$3,783,760	\$3,886,255
49	0	\$324,600	\$324,600
53	\$4,486	\$433,426	\$437,912
101	\$276,993	\$31,751,562	\$32,028,555
105	\$4,486	\$314,522	\$319,008
106	\$7,814	\$708,483	\$716,297
112	\$1,180,830	\$16,008,504	\$17,189,334
113	\$7,850	\$380,240	\$388,090
115	\$3,596	\$223,674	\$227,270
116	\$4,486	\$559,673	\$564,159
117	\$4,486	\$341,345	\$345,831
118	\$4,112	\$702,109	\$706,221
119	\$4,753	\$499,822	\$504,575
120	0	\$1,589,963	\$1,589,963
121	\$13,256	\$2,794,687	\$2,807,943
123	\$1,709	\$470,949	\$472,658
124	\$10,040	\$1,420,917	\$1,430,957
126	\$3,204	\$513,241	\$516,445
127	\$4,486	\$199,845	\$204,331
128	\$9,734	\$899,368	\$909,102
129	\$2,510	\$489,297	\$491,807
130	\$13,200	\$1,284,100	\$1,297,300
131	\$3,413	\$251,813	\$255,226
138	\$16,986	\$6,347,938	\$6,364,924
142	\$4,486	\$464,925	\$469,411
144	0	\$689,076	\$689,076
145	\$4,486	\$196,658	\$201,144
146	\$4,859	\$522,453	\$527,312
147	\$2,083	\$221,499	\$223,582
149	\$4,486	\$273,280	\$277,766

PAY BY LEGISLATIVE DISTRICT FY 91 (CONT)

LEGISLATIVE DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA)	TOTAL PAY STATE & FED (PRO RATA)
152	\$4,486	\$319,433	\$323,919
153	\$8,972	\$621,870	\$630,842
154	\$2,871	\$105,652	\$108,523
155	\$4,486	\$1,192,916	\$1,197,402
156	\$6,803	\$467,215	\$474,018
157	\$2,510	\$290,305	\$292,815
158	\$2,465	\$291,066	\$293,531
159	\$11,460	\$1,749,677	\$1,761,137
160	\$3,044	\$222,146	\$225,190
161	\$4,486	\$210,813	\$215,299
162	\$3,230	\$127,567	\$130,797
163	\$3,297	\$308,182	\$311,479
TOTALS	\$1,928,396	\$105,346,787	\$107,275,183

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